

Sales Management



ERWIN, WASEY & COMPANY
Advertising

NEW YORK

CHICAGO

LONDON

Our work reveals our belief
that agreeable character, per-
suasive address and respect for
truth are as indispensable to an
advertisement as to a salesman

We have complete advertising organizations in both
London and Paris, for the service of clients doing
business in the United Kingdom or on the Continent



September, 1922



Bang! to the floor

This is only one of the hundred-odd ways in which a salesman can mistreat a binder. The best of catalogs will slip occasionally—but only the best may do so with impunity.

For the average, heavy, loose-leaf catalog, even a short fall is apt to be disastrous. The sharp impact loosens the leaves, shakes up the locking mechanism, puts the whole binder out of kilter. Few binders are made to be dropped.

Badger Perfection Loose-Leaf Catalog Binders, on the other hand, are constructed to be accident and trouble-proof. The covers are beautifully finished—but they are flexible and tough. The simple Vise-back opening and locking device, the whole construction, in fact, of Badger Binders, is founded on specially worked-out, patented features. Other lines cannot use these devices. And other lines cannot do what Badger Binders can.

It is cheaper to use Badger Binders. They last longer, look better, and they allow your salesmen to operate more effectively. Let us show you why Badger Perfection Binders are **best**. Your inquiry will not obligate you in any way.



THE HEINN COMPANY

NEW YORK
MINNEAPOLIS

CLEVELAND
DETROIT

CHICAGO
LOS ANGELES

Home Office **MILWAUKEE** and Factory

Another . . . local check-up

A statement from Tebbetts & Garland, Chicago's largest and finest grocery store located in the exclusive Michigan Boulevard shopping district.

THE advertising value of the HERALD & EXAMINER, we believe has been amply demonstrated by this store. Up to the time we started advertising with the HERALD & EXAMINER, our media was restricted to certain fields that we thought covered the territory as far as our business and its policy was concerned, and the initial contract with this paper was entered into as an experiment.

Within a short time, full copy was accorded the HERALD & EXAMINER because of the many new faces to be seen about our store, and increased interest in our announcements. The service and co-operation of this paper's organization have been consistently satisfactory and helpful, and we believe that the results have fully justified the amount of business we have given them."

The TEBBETTS & GARLAND Store

Tebbetts & Garland advertising lineage in the HERALD & EXAMINER:

1919 400 lines
1920 34025 lines
1921 74194 lines*
1922 ^{First Seven Months} . . . 52495 lines*

【*More lineage than any other Chicago newspaper】

Chicago Herald & Examiner

NEW YORK: 501 Fifth Avenue

SAN FRANCISCO: Monadnock Bldg.

CHICAGO'S BEST NEWSPAPER

Q A go-getting Merchandising Dept., which has served in most of the SUCCESSFUL national campaigns, will secure Chicago distribution for your product before a line of advertising is published.



THIS MONTH'S PROBLEM



How Can He Get 15 Per Cent Higher Prices Without Advertising?

WE manufacture two styles of a standard electrical specialty which is used by the housewife and sold through the department stores and general house furnishing trade throughout the United States, our yearly sales amounting to about \$100,000. The articles are priced at retail from \$5.00 to \$15.00.

Our line is right up to the minute in design and our business is conducted along modern business methods but we are not showing a profit. In the competitive field for the items which we manufacture, there are first, the advertised lines which have been sold for years and which are sold at a good price, and then the so-called non-advertised lines which are sold at very close margins.

Buyers will pay the price of advertised lines but insist on price being very low on non-advertised lines, they stating that this is necessary for them to secure the business.

Our line is not a nationally advertised one, however, we use trade journals to some extent. In our estimation, it would cost about \$50,000 to properly launch a national advertising campaign and we are not in a position at present to arrange for this amount and it is doubtful whether the profits would be large enough to warrant this expenditure.

During the past year the prices of non-advertised lines have been so low that we cannot sell at a profit and at present we are just about breaking even. This in view of the fact that the volume of business has been materially increased.

We have reduced our costs to the minimum and we have our own salesmen on the road but find that our selling expense is extremely high. Our best selling item should bring at least 15% higher prices than that which we are receiving. We have endeavored to increase our volume of business sufficiently to care for increased expenses of operation. However, in doing so, our selling expense has increased very rapidly.

We believe that, with the proper effort put forth from the sales end of our business, this condition can be remedied.

How can we do it?

The problem above described is submitted by a subscriber to this magazine. If you can suggest a way to solve it, send it to J. C. Aspley, Editor, Sales Management Magazine, 1801 Leland Avenue, Chicago. Your reply will be forwarded to the concern in question, and a prize of no less than \$50 awarded to the person sending in the most practical solution. Name of prize winner will be published here next month.

Good Business Now for Go-Getters in The Spokane Country!



Results for Advertisers Bring Results for THE SPOKESMAN-REVIEW

National Advertising Lineage 7 months - 1921-1922

1st 7 Months 1921 - 834,650 Lines

1st 7 Months 1922 - 1,015,630 Lines - 21% Gain

NATIONAL advertisers placed 51% more business with The Spokesman-Review during July than for the same month of last year, bringing the increase in lineage for the first seven months up to 21% over corresponding period of 1921.

The Spokane Country's 800 saw mills shipped over \$22,000,000 worth of lumber during first six months or 62 2-3% more than last year. The production of the 200 mines of this field increased 35% over 1921. Another big apple crop is assured (1-3rd Nation's yield---1921) as well as good yields of other fruits, also a 70,000,000 bushel wheat crop (based on Government forecast)---this means good business here for Go-Getters during the fall and winter.

Sales in practically all lines for the first six months of the year show substantial gains over 1921--- increases ranging up to 93%. Your advertising and distribution may be made to closely coincide thru the use of The Spokesman-Review since it closely covers Spokane and the rich, responsive market for 200 miles around.

Write or Wire

—for—

Special Market Information

Partial list of general market surveys recently completed by Merchandising Department--copies promptly to interested advertisers and agencies:

Breakfast Foods, Flour, etc.	18 pages
Tobacco Survey	23 "
Electrical Appliances	12 "
Evaporated, Condensed, Malted Milk	10 "
Coffee Survey	7 "
Margarine Survey	4 "
Family Remedies, Toilet Preparations	4 "
Radio Survey	4 "
Soap Survey	48 "
Paints	12 "

Also surveys and special information having to do with various other products.

THE SPOKESMAN-REVIEW

COVERS SPOKANE AND PROSPEROUS SPOKANE COUNTRY LIKE THE SUNSHINE

Representatives—

Wm. J. Morton Company, New York and Chicago.

R. J. Bidwell Company, San Francisco and Los Angeles

COWLES PUBLISHING COMPANY, SPOKANE
Publishers THE SPOKESMAN-REVIEW, Daily, Sunday and Twice-A-Week
THE WASHINGTON FARMER, OREGON FARMER, IDAHO FARMER

\$1,468,256,900 in Manufactured Goods

Philadelphia's 1921 Output

6169 industrial plants in Philadelphia last year turned out products valued at \$1,468,256,900 according to the report of State Secretary of Internal Affairs Woodward, just made public.

The 243,348 employes in these widely varied manufacturing plants received \$267,365,300 in wages during 1921. The capital invested totaled \$983,309,200.

Philadelphia, as one of the leading textile centers, produced goods of this class worth \$398,422,400.

Other leading products, with their values, were

Metals and metal products	\$265,144,000
Food and kindred products	210,463,700
Chemicals and allied products	151,056,000
Paper and printing	141,704,800
Leather and rubber goods	72,468,600
Building and contracting	65,631,900

Philadelphia, the "Workshop of the World" and the third largest market in the United States, represents a market which will not be overlooked by live manufacturers.

Dominate Philadelphia

Create maximum impression at one cost by concentrating in the newspaper "nearly everybody" reads—

The Bulletin

The circulation of the Philadelphia Bulletin is one of the largest in America.

Net paid daily average circulation for six months ending March 31, 1922

494,499 copies a day



NEW YORK
Dan A. Carroll
150 Nassau St.

CHICAGO
Verree & Conklin, Inc.
28 East Jackson Blvd.

DETROIT
C. L. Weaver
Verree & Conklin, Inc.
117 Lafayette Blvd.

SAN FRANCISCO
Allen Hofmann
Verree & Conklin, Inc.
681 Market Street

LONDON
M. BRYANS
125 Pall Mall, S. W. 1

PARIS
J. J. E. HESSEY
5 Rue Lamartine (9)

(Copyright 1922 — Bulletin Company)

Subscription Rates: Single copies, 25 cents. Yearly subscription payable in advance, \$3.00 anywhere in the United States or its possessions; \$3.25 in Canada, and \$3.50 in foreign countries. Six months subscriptions, \$1.50. When three or more subscriptions are ordered at once by the same concern a special club rate of \$2.50 per year for each subscription applies.

Renewals: Subscriptions are promptly discontinued upon expiration. Readers desiring to keep their files complete should renew promptly. Back copies cannot be supplied when subscriber fails to notify us of change of address.

Bound Volume: No more copies of Bound Volume One, Two or Three are now available. Copies of Bound Volume Four, containing the issues from October, 1921, to September, 1922, inclusive may be obtained from either our Chicago or New York office at a cost of \$6.00. The volume contains over 500 pages, and is bound in heavy buckram, lettered in gold.

News Stand Copies: This magazine is not generally sold through news dealers. Copies can usually be secured, however, after the first of the month from the news stands at leading hotels, railroad stations and book stores in the larger cities.

Advertising Rates: Effective July 15th, full page advertisements opposite reading, run of paper, \$75 per insertion. Two-thirds page (two columns) \$50; half page \$45; one third page (one column) \$30; one sixth page (half column) \$15; less than half column 25 cents per agate line. Discount on contracts for twelve consecutive insertions. Classified advertisements 25 cents per line of seven words.

Closing Dates: First forms close on the tenth of the month. Final forms, fifteenth of the month. Publication date, twenty-fifth of the month, all preceding date of issue. To secure proofs of advertisements, copy must be in our hands not later than the tenth.

Member Audit Bureau of Circulations

THE DARTNELL CORPORATION

PUBLISHERS

The Dartnell Sales Service

Books and Reports for Sales Managers
and Salesmen

The Hardware Salesman

Publication Offices:

DARTNELL BUILDING

Leland and Ravenswood Avenues
CHICAGO, ILL.

Telephones Ravenswood 0365-0366

Eastern Office:

342 Madison Avenue, New York City, N. Y.

P. S. SALISBURY, Manager
Telephone Vanderbilt 3614

Canadian Office:

27 Wellington St., East, Toronto, Ontario

W. A. LYDIATT, Manager

European Office:

4 A. Bloomsbury Square, W. C. 1, London
PHILIP WRIGHT WHITCOMB, Manager

Australasian Office:

497 Collins Street, Melbourne, Victoria
THOMAS C. LOTHIAN, Manager

Sales Management

*Published Monthly for Those Who Market
Through National Sales Organizations*

Volume Four Established 1918 Number Twelve

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Edited by John Cameron Aspley



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EUGENE WHITMORE, ASSOCIATE EDITOR
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J. T. KEMP . . . TREASURER
C. R. JOHNSON . . . ADVERTISING MANAGER
J. E. WEST . . . SALES MANAGER



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Copyrighted 1922 by The Dartnell Corporation. Printed by The Dartnell Press

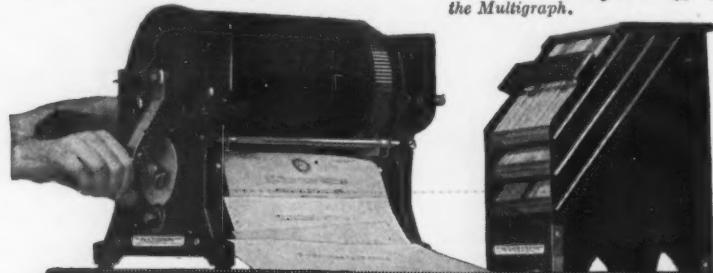
It will sell ANYTHING

For Instance:

Garage Supplies In Saratoga Springs And Groceries in Spirit Lake

This is the New Multigraph, equipped for turning out typewritten letters, forms, etc. See list of suggestions below.

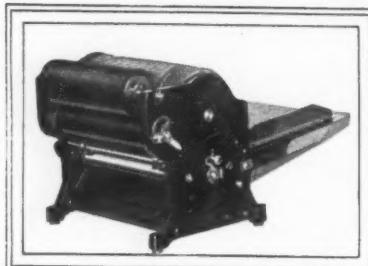
This is the Multigraph Typesetter, which makes it easy to set type for the Multigraph.



\$30 Down
and
Easy Terms
Price
\$150⁰⁰

THE
NEW

MULTIGRAPH



The two-roll Printing Ink Attachment, easily and quickly attached to the New Multigraph, \$35.00 additional.

Prices in Canada:
\$41.00 down; total price \$205.00
Printing Ink Attachment \$50.00

Agencies
Bakers
Banks
Brokers
Builders
Butchers
Churches
Cigar Dealers
Clothiers
Clubs

Bulletins
Circulars
Stationery
Folders
Notices
Memo Pads
Dodgers
Booklets
Invoices
Statements

Multigraph Users

Dairies
Druggists
Dyers
Electricians
Florists
General Stores
Grocers
Hotels
Jewelers
Ice Companies
Laundries
Libraries
Lumber Dealers
Lodges
Opticians
Packers
Painters
Plumbers
Publishers
Schools, etc.

Multigraph Uses

System Forms
Form Letters
House Organs
Blotters
Post Cards
Mailing Cards
Office Forms
Price Lists
Letter Heads
Delivery Slips
Sales Letters
Labels
Time Cards
Wrappers
Stickers
Special Notices
Imprinting
Envelopes
Order Blanks
Tags, etc.

This is the Coupon

The American Multigraph Sales Co.
1806 East 40th Street
Cleveland, Ohio

I would like to have someone show me the New Multigraph, and explain its possibilities in the _____ business.
(Be sure you indicate your business.)

Name _____

City _____ State _____

Street _____ S. M.-9-22

Sales Management

A Dartnell Publication



Volume Four

Chicago, September, 1922

Number Twelve

Why Salesmen Fail

An Analysis of the Causes Which Led to the Failure of 1,482 Salesmen
Out of 2,347 Employed During 1921

By J. C. Aspley

OUT of 2,347 salesmen employed by leading concerns in 27 lines of business during the year 1921, 1,482 of them have already failed! This is 63 per cent, nearly two men failing for every one that made good!

This is an alarming condition. It is one of the reasons why it costs more to sell so many things than it costs to produce them. It represents a loss of hundreds upon hundreds of dollars to business concerns, because it is conceded now that the cost of employing, training and carrying a salesman who fails runs all the way from \$500 to \$1,500 per man. Is it any wonder that the men who are holding the bag are beginning to ask questions? Is it any wonder concerns like The Todd Protectograph Company, and other large employers of specialty salesmen, are scrutinizing their records carefully in the hope of finding an answer to this all important problem?

Sales Manager Must Take the Blame

Who is to blame for this condition—the salesman or the sales manager? Naturally the sales manager blames the salesman—"discouragement" and "lack of industry" he tells us are the main reasons for their failing to make good. Out of 1,400 salesmen who failed, more than half of them failed for these reasons. That is a conservative figure. But we have to dig deeper. Is this "Lack of industry" sheer laziness, or is it a form of discouragement? These seven hundred salesmen were intelligent men. Are we to suppose that they took the job just to get on the payroll for a while? Are we to suppose that they were such hardened drifters that they were totally without ambition?

There is no use trying to dodge the facts—the sales manager, and the sales manager alone, is responsible for failure of a salesman he hires, provided the proposition is saleable. This is the general verdict of no less than a dozen business heads who were asked this question.

Their point is that if a man is lazy, his previous record will show it, and, if a sales manager takes the trouble to look his men up as he should, the lazy salesman should be eliminated at the beginning. If a man is not lazy, and still fails for lack of industry, then the sales manager has plainly fallen down, in not giving the man the proper preliminary training at the outset, or allowed him to go stale on the job. Lack of industry means lack of incentive. It is the sales manager's job to provide the incentive. That is what he is there for.

C. B. Chadwick, president of the Banker's Supply Company, himself a salesman of marked ability as well as a large employer of salesmen, while agreeing that the sales manager is to blame, makes the point that the management is no less to blame, in most cases, because it refuses the sales manager adequate assistance. "At present the need for intensive supervision of salesmen is especially urgent," writes Mr. Chadwick, because after a period of 'easy selling,' many salesmen become 'order-takers,' and have not yet learned to make the sales effort and sacrifice necessary to succeed.

The Salesman Must Study More

"During the period of excess of demand over production, many un-trained and inefficient juniors (either old or young) got into various sales organizations, and for a time, due to the excess of demand for merchandise, succeeded in 'getting by.' These men have now become 'drifters' and are working for a meal ticket.

"We believe that the best way to overcome the existing inefficiency in salesmen is to insist on salesmen continually studying good books on selling, attending general or company sales schools, and in field supervision. The ideal way is to have a supervisor for each ten or fifteen men."

Another subscriber to "Sales Management," J. A. O'Brien, president of the DeLong Hook and Eye Company, writes:

"In my opinion the principle reason why salesmen fail is a lack of business knowledge more than anything else. Most of the salesmen with whom I talk, and I talk to a great many, because I am interested in selling, are highly trained specialists in selling a particular item or line. Very few of them know much about business in general or the basic conditions of industry.

Too Much Territory a Fault

"Another great drawback to the success of a salesman is his own attitude toward his job. Most salesmen think they undergo hardships not undergone by any other class. They feel sorry for themselves. When a man gets in this position he generally has lost much of his effectiveness as a salesman or as a business man in general. Many salesmen waste their time and their employer's money because of too much self-consideration. They will skip customers and make long jumps to get to a big city to spend the night.

"Another factor which operates against a salesman's success is the fault of his employer in giving him too much territory to cover. It is almost impossible to make salesmen call on the small buyers in the smaller towns. The more mediocre minded the salesman, the more he is inclined to think that he should not waste his time talking to small buyers."

An official of another concern in the office appliance field writes: "Our turnover is so large that I am embarrassed to have it become known to such friends as yourself." (This concern maintains a sales force of over 200 men, and last year turned its whole organization one and a half times.)

"Generally speaking, there are two reasons why men who come into this business do not stay with us. First, they are not selected with sufficient

care. This is due to the fact that we are keenly in need of salesmen and we accept practically every man who can furnish a satisfactory bond. You understand, I believe, that our sales work is conducted on a straight commission basis, which plan operates against a careful selection of salesmen and makes it difficult to get the right degree of co-operation from our branch managers, all of them, also, work on a commission basis.

The second reason why men fail is that they are not properly trained. This must be the case, because our proposition is a mighty attractive one as is evidenced by the large number of salesmen who are making good with our line. We have found that salesmen who are selected and trained in New York show a much better persistency than those hired and trained in our branch offices. This leads again to the statement made above; that is, that the greatest cause of large turn-over is poor selection in the first place, and indifferent training in the second place.

Hiring and Training the Salesman

We now contemplate the hiring and training of new salesmen for all the agencies east of Chicago, here in New York. We think that we can secure a large number of applicants through newspaper advertising in the big cities of the East, and we propose to try out this plan. These men will all be trained at the factory—thoroughly trained—and then sent into those agencies where we can depend upon the general agent to co-operate with us in the development of the new material.

The degree of success attained by the present members of our organization is,

in my opinion, governed more by the degree of industry evidenced by each individual salesman than by any other single characteristic, although it is surprising how many of our men do not know their business as they should. A small percentage know the business but fail because they will not follow instructions. This is also true of salesmen who lack tact and courtesy. We naturally expect that all weak-kneed and poorly educated salesmen fall out because they are unable to 'withstand counter offensives'; and, no doubt, we occasionally lose a man who grows stale or who 'knows the territory too well.'

"Lack of Experience" a Cause of Failure

Still another interesting side-light on the causes for failure among salesmen was brought out by Jacob Casin, general manager for the Van Raalte Company, in a recent article to *The New York Times*: Said Mr. Casin:

"There must be some sound reason why many thousands of men, whose vocation during the last five years was that of salesman, are now out of work. During the war, the usual army of salesmen was augmented by many men from various ranks, whose drifting into the selling game was unwarranted. Most of these men made good to some degree because of the great shortage of merchandise in all lines, the extravagant method of living and the overnight wealth, all of which contributed toward easy money and easy sales.

"It did not take long, after the armistice was signed, for the process of elimination to begin and thousands of these men began to ask themselves why they were not making good. It just happened. They did not seem to know why they

were out of jobs or why they were not able to produce, but, almost at the same time, thousands of these men started drifting.

"The process of elimination is not yet over. There are still many salesmen who are in the wrong vocation and also have not yet 'got on' to themselves as to this fact.

"What should suggest itself as the proper line of demarcation between the 'before-the-war' salesman and the type which secured easy sales during the war period? First, an intimate knowledge of the lines which they represent and which can only come to a man through long experience in the line. We must go even a step further—long experience in a line alone is not enough. There must be a concentrated absorption on the part of the salesman of the 'why and wherefore' of this merchandise and a certain inquisitiveness that must be ever present so that the last detail will be properly mastered.

Know Your Product's Hidden Merit

"Too much dependence is being placed by salesmen on the idea that the 'strength' which a manufacturer has put into his line should be easily recognized by the buyer and that this will of itself consummate a sale. Unless the salesman knows his line down to the last detail, and this is brought out to the buyer, the hidden merit of the products of the manufacturer is lost, that certain something of which the heart and soul of the manufacturer has gone into, but which a hasty examination does not disclose.

"The result is that, from year to year, an increasing tendency is being shown on the part of retail stores to recognize

(Continued on page 502)

Major Causes for Failure of Salesmen by Lines of Business

LINE OF BUSINESS	Number of Salesmen Employed	Number Failing to Make Good	REASONS FOR FAILURE					
			Lack of Industry	Discouragement	Failure to Follow Instructions	Lack of Knowledge Regarding Line	Dishonesty	Poor Health
Advertising Agency	10	3	50%	25%	25%	%	%
Agricultural Equipment	8	3	33	67
Automotive	8	2	50	50
Building Material	30	10	50	50
" "	18	10	70	20	10
Confectionery Mfgs.	30	12	25	65	5	5
Drug Specialties	30	12	91	9
" "	19	0
" "	25	7	50	50
Electric Appliances	62	23	60	9	30	1
Grocery Specialties	9	3	33	67
" "	1200	1062	43	47	2	5	1	2
" "	200	40	15	50	15	15	2	3
" "	26	3	33	67
Grocers (Whsle)	12	2	15	85
Household Appliances	450	200	65	12	20	3
Investments	15	6	16	68	16
Jewelry	5	2	50	25	25
Machinery	17	5	17	49	17	17
Office Appliances	41	22	40	15	25	15	5
Paints & Varnishes	5	4	50	50
Plumbing (Whsle)	18	4	25	25	50
Soaps	3	1	100
Stationery	56	32	35	35	30	50
"	10	2	50
Textile	20	3	40	30	20	10
Undertakers Supplies	20	9	25	20	25	5	25
Total	2347	1482	961	965	315	202	102	55
Percentage37	.37	.12	.08	.04	.02



Conferences vs. Conventions

Can Best Results Be Secured by Holding a Series of District Conferences or One Big Convention?

By C. T. Anderson

Advertising Manager, The Safe Cabinet Company

IS the big convention better than the small one? Can you generate the enthusiasm at a small neighborhood conference of salesmen more effectively than in a large meeting of fifty or sixty men? Is a series of small conventions, staged by a group of Home Office executives on the Chautauqua plan, more profitable than the hippodrome undertaking?

These are some of the questions which every sales manager finds himself asking about this time of the year, when he is faced with the prospect of having to do something to give his organization a flying start after 1923 business. We have had experience with both the large and the small convention, and we have formed some rather definite ideas on the matter. While we do not contend that our experience is by any means conclusive, nor does it form the last word to be said on the subject, we are glad to set it down, at the invitation of the editors of "Sales Management," in the hope that it may prove helpful to other readers.

In answer to the question, "Which is the better—one big meeting or a series of district meetings," we would say "both." In other words, we believe that both types of meetings have a distinct place in sales work.

By means of a large convention, that is properly staged, and carefully thought out, we believe that the following objects can be accomplished:

First—Bring into the home office all members of the selling organization that they may become acquainted with the de-

partment heads, the factory, and the process of manufacture of the goods they sell.

Second—That they may become acquainted with one another.

Third—That they may receive the inspiration which is generally present at a large gathering, especially when talks are given of a sales-stimulating and enthusiasm-creating nature. A large audience is an inspiration to a good speaker. For this reason, it is easier to fire with enthusiasm a large body of men, provided, of course, that good speakers are on the program, than a number of small groups.

The disadvantages of a large convention as we see them, are as follows:

First—It takes from the selling field a large percentage of the organization. As a result, sales generally drop, during the period of convention. In addition to this, there is a diminishing of volume of sales before and after such a meeting, as a general rule: before the convention, because men are looking forward to it as a sort of vacation and therefore are making preparations for departure from their territories: after the convention because they require a few days to get back into their district and to pick up the dropped threads.

Second—It has been our experience that it is more difficult to put across an educational program to a large meeting than to a series of small ones. This is particularly true where charts are used extensively, because, when the audience is comprised of several hundred men, there is always a percentage of them sitting at the extreme sides and back of

the room who neither see nor hear as well as those nearer the speaker. Naturally, also, no time can be taken for discussion or for detailed explanations during a large conference.

Third—A large gathering means a great deal of expense. This is especially true if the expenses and railroad fares of the delegates are borne by the company.

A large convention, particularly one that is called in order to inspire enthusiasm, means the hiring of bands, special decorations, entertainment, and the host of other things, which, small in themselves, mount to a large total, when done for a big gathering of men.

Some of our large gatherings have been of a purely educational nature. Others have been called for the purpose of getting before all members of our selling organization new plans and policies which we contemplate putting into effect. The same holds true of the small conferences or conventions. Some of these are of an intensely educational nature; others are called for the purpose of formulating and introducing plans for a new year, etc.

We can say that many mediocre salesmen have obtained a new vision of their work, new faith in the concern they represent, and have learned better working methods, going out to their territories bigger men, as a result of the knowledge and inspiration gained from attending a convention, large or small, as the case may be.

One of the great advantages of having men attend conferences and conventions is that it irons out petty difficulties and misunderstandings. This is especially

true in the case of the sensitive, high-powered salesman who is quick to take offense at well meant policies and rulings from the home office.

It is often amusing to know how some of these men build up, in their minds, an utterly wrong conception of the type of individuals there are at the home office. Very often a few minutes' conversation, a handclasp, and an expression of good will, is enough to entirely wipe out misconception of this sort of long standing.

We have been told again and again by visitors at our factory, even by those who came almost under compulsion, that they felt the time and money well spent in making the trip.

We try to arrange our program so that, not only the members of the home office and executives in the field may talk, but also representative salesmen from the various sections of the country. This adds interest and variety to the program, relieves the executives at the factory of the onerous burden of doing all the talking, and makes the men feel that they are an integral part of the organization—not individual cogs who have been brought together to be talked to.

There are no definite periods at which conventions or conferences are held. It might be stated, however, that on an average we hold a large meeting about once a year, and smaller ones several times a year.

Meetings Are Carefully Planned

Our meetings are very carefully planned weeks in advance. The program is previously arranged, consisting not only of the talks that are to be given, but the exact time and the length of time they are to consume. In fact, every minute of the entire period, from morning until night, is plotted out in advance.

Certain members of the home office force are delegated to look after entertainment, others decorations, others accommodations for the men, and so on. Nothing is left to chance. Everything must be laid out in advance. The speakers all send in typewritten copies of the talks they are to give.

By taking these steps, even a large convention can be made to run as smoothly as clockwork. There are no gaps in the program. The last few days of the conference are not rushed and, what is more important, the men get away on time.

By making all plans beforehand, the program does not have to be changed at the last minute because somebody forgot to do his part or failed to get it done. We might add that we start to plan a large convention fully thirty days before it is held.

As to the subjects we have taken up in conventions: these, of course, cover the entire business. Generally, we try to frame the smaller conferences around some big idea. For example, we have gatherings of agency managers, the object of which is to talk to them about how to analyze, organize, and work, their territories.

One thing should be kept in mind: the subjects on every program should be

arranged in a logical order beginning with the known and proceeding to the unknown. First should be laid down the fundamental principles, then the first stage of the business should be taken up, and so on.

We use local conferences to sell salesmen on their opportunities: for example, at a Chicago conference, we analyzed the State of Wisconsin. First we took the state as a whole, outlining its various sections. These were sub-divided. Then we took the individual territories and did the same for them. The talk was closed with a recapitulation, and then the final conclusions and deductions.

Making the Convention a Success

A convention large or small, can be of the most fascinating, absorbing interest—an event never to be forgotten, and often referred to by those attending it, or it can be the most tiresome, time-consuming experience in the lives of the men attending it.

How men will react to a convention is largely a matter of education on the part of the home office. If it has been the custom to hold meetings made up mostly of poker parties, carousals, excursions, and comic talks, the men will get to look for this whenever they are called to the home office.

If, on the other hand, they understand that they have been brought together for a serious purpose, that the convention is costing the company thousands of dollars a day, and that it is being given that they may be better, richer men, then their attitude will be totally different.

We have held conventions that have represented the hardest kind of work and the closest attention on the part of the audience from one end of the week to the other. At some of these, there has been a minimum of entertainment—only a smoker or possibly a simple banquet,—yet men have gone away from these meetings expressing heart-felt appreciation of the good time they have had, and gratitude for the help and inspiration that has been given them.

We feel very strongly on this matter of careful planning and forethought. Nothing will kill interest so quickly as indecision, changes in the order of events, failure to make provision for circumstances that should have been foreseen, etc.

On the other hand, few things inspire such admiration and enthusiasm for a company and its methods as a convention program, particularly a large one, which is run with military precision and order.

We have often been complimented, during and after a conference, on the clock-like regularity and lack of friction that characterize our programs. Everything seemed to be provided for, and every man had a comfortable room—there were no hitches and the program was of sustaining interest from beginning to end—no petering out of subjects, or anti-climax. Such conferences are always beneficial.

There is no compromise with facts.

How I Sold My First Cars

By E. S. Jordan

President, Jordan Motor Co., Detroit

WHEN we started our business I had a stenographer and a little table and a pad and a pencil. I wrote down this schedule one after the other. Then I wrote little short nuggets of information fitting each one of these points and I had a list of four hundred fellows that I called friends.

You don't have that many friends but I had that many acquaintances and each week for the first fifty-two weeks I sent a letter to each one of those four hundred men, not asking them to talk about the car, not asking them to talk about me, but giving them a little interesting twist about what we were doing.

The Interesting Twist

A man had it in his pocket, he was riding in a smoking car, sitting in a club, somebody would mention the automobile business, the greatest conversational subject in the world. "Well, I just got a letter from So-and-So" and he'd pull this out and give a little bit of information. Giving you an example, an interesting twist, though reverse English on the ordinary presentation of a sales point:

"I was standing on the corner of Fifth Avenue and 52nd Street counting the automobiles go by the other day. I discovered that between the hours of four and six the average number of passengers carried was less than two on a week day. Sunday afternoon less than four. I made one interesting discovery and that is that the greatest seven passenger in the world is the Ford and the greatest two passenger is the Pierce Arrow."

What does that do? What does that letter do? It starts through this country just like a story, if I may say a questionable story. Who spreads those stories through the country as they travel at lightning speed? Is it the telegraph operators? What is it that we can capitalize in American human nature in selling our goods? It is first the inclination to deal in catch phrases (the ordinary man), and to deal almost entirely in stories to illustrate points.

Now, if you've got a story about your machine, if you've got a twist on it that interests business men, get that into a nugget, get it out to your people, get it out to your list.

DICK WEDGE has been made secretary-treasurer and general manager of the Klinzing Barn Equipment Company, New Holstein, Wisconsin. Mr. Wedge was formerly assistant superintendent of the South Side Malleable Company of Milwaukee.

"I am very sorry there has been delay in renewing my subscription to 'Sales Management.' I assure you I find great pleasure and considerable benefit in reading it, and want to continue my subscription."—D. W. Saunders, Hughes Bros. Mfg. Co.

Third Degree for Advertising Agents

The First of a Series of Articles Which Will Discuss the Relations Between a Sales Manager and His Advertising Agent

By Philip S. Salisbury

Vice-President, The Dartnell Corporation, New York

I AM not writing this article to attack or to defend advertising agents. I am going into it from the standpoint that advertising agents have justified their existence for a good many years, and that they will be performing their work long after all of us are dead and forgotten.

In other words, they are with us, and with us to stay, and as thousands of us have relations with them it's only good business to get from them the best that they can give. How can this be done?

Almost every day you hear that So and So has switched his advertising account. Why? "Oh," the advertiser explains, "I couldn't get any service out of them, and their copy didn't pull right." That sounds convincing, but as with everything else, there's another side to the question. Perhaps the advertiser was at fault.

Switching advertising agencies is a costly proposition. The client loses—for a time at least—for there is always lost motion while the new agent is catching hold. The new agent doesn't make any money on the account for several months. The old agent has invested both time and money, and his asset is suddenly swept away, perhaps before he has had an opportunity to get any part of his investment back.

I have taken the trouble to investigate a number of these switches, and I have found that the advertiser very frequently has only himself to blame if his relations with his agent are not harmonious and profitable. Either he did not select the right agency in the first place, or he failed to give the agent the proper co-operation. Every reputable agent wants to give good service, and he wants to make the advertising directly profitable. As an intelligent business man he knows that his real profits are going to come only if his clients stick with him over a period of years.

If you want good service from an advertising agent, get the "something for nothing" idea out of your head. There is hot competition for business among advertising agents, and you very frequently hear one of their representatives say, "Now if you will let us place your advertising, it won't cost you a cent. Don't believe him. He's either crooked, or doesn't know his business.

There's nothing peculiar about the agency business. The men who own agencies are in business for just the same reason that you and I are working instead of taking life easy in a villa on the Riviera—they are in it to earn a livelihood. The percentage of philanthropists among them is no higher than among any other group of citizens. They are not working for nothing, and any

good service—but not for nothing. When you enter into business relations with an agency you are in effect bargaining for the collective brains of that organization, and you are not going to get good brains without paying for them. That is, if they are going to do more than go through the motions of buying space and settling accounts with publishers, you must expect to make it worth their while.

It is probably true that many advertising accounts are secured on a golf course. For every one that is placed in that way I will give odds that it doesn't stay put very long. Picking an agency is a serious problem, and, moreover, isn't a one-man job.

Some companies when they decide that they want to advertise, send out a letter asking agents to submit plans and copy. What do they get? The best agencies usually turn the invitation down, because they realize that they cannot submit anything worth while without making a real study of the company's business, and this they are unwilling to do on a speculative basis. Moreover, this form of invitation is quite often a sample of the "something for nothing" idea. An unscrupulous advertiser sees a chance to get the best brains to work out his marketing salvation without charge.

Well, how should it be done? There is no one-and-only way—but there are many sound approaches. A certain advertiser in New York wanted to place advertising, and the way in which he picked an agent might be used, with necessary modifications, by others. I have discussed his plan with the heads of twenty agencies, and with an equal number of national advertisers, and they are pretty much agreed that this man knew what he was about. I might add that this happened several years ago,

and that his business continues to be placed by the same agent.

First he put down the names of all the agencies that he had ever heard complimentary things said about. Then he added the names of those who told about their qualifications in the advertising pages of selling publications. There were thirty names in all. To these agents he sent a short note saying that he contemplated advertising and that he wanted some information about their fitness—their replies were to be made on

We little realized when we printed the article: "How We Picked an Advertising Agent" in our April issue what a furore it was going to create.

Letters began to come in from readers applauding it and commanding us for airing a matter which most publishers for obvious reasons carefully side-stepped. Certain interests whose toes were stepped on made it plain that this was a subject which was best left alone, and took us to task for reviving a controversy that would better be left to slumber.

This series of articles is our reply to these critics. They will pry into all the dark corners of the problem, not even excluding the ticklish subject of agency contracts and agreements. We believe that they will serve to clear away many existing misconceptions and pave the way for more resultful co-operation between the agency and his client.

Mr. Salisbury, as vice-president of The Dartnell Corporation, is neither a user or a seller of advertising agency service. He is a side-line observer. In gathering the data for these articles he has interviewed dozens of agency heads and sales managers. He has talked to the big agency and to the little agency. He has taken the facts thus gathered, and after weighing them one against the other, presented his conclusions, unmindful of whose interests are involved and thinking only to be of help to the sales managers for whom alone this magazine is published.

man who tells you that he is going to give you something for nothing is more likely to turn around and give you nothing for something. After all, with any product or service, we get just about what we pay for. A \$200 piano may be worth the money, but we shouldn't expect Steinway tones from it. A \$25 suit may look well but it won't wear well.

So if any agent tells you that he'll give you something for nothing, just scratch him off your list. There are plenty of other agents who will give you

a questionnaire accompanying the letter. Following are the questions asked, with parenthetical comments about the importance of each question:

1. What is the age of your agency? (An agency that has maintained a high standing for many years has a point in its favor, but a new agency may be just as good if its men are experienced.)

2. What has been the selling and advertising experience of each executive in your agency? (Very important: a wise advertiser wants to get the best ideas of the agency as a whole, instead of from only one man. And he wants to be sure that the heads of the agency are not only "word artists," but practical, experienced sales makers who have been out in the field selling goods, who know the many angles of distribution in addition to knowing how to design a pleasing magazine page.)

3. How many people do you employ? (This means little, as there are good small agencies and good large agencies. The man who wrote this questionnaire felt that his own peculiar business could be best served by a small agency—hence the question.)

4. How many accounts have you? Give names and the year they started with you. (The number of accounts is of importance only as it is tied up with the answers to other questions. The advertiser wanted to know how much he would get of the best brains. If the agency was a one-man outfit that had forty accounts, he would know that he would not get very much of that executive's time. By getting the names of these accounts he could get in touch with some or all and find out how they liked the service of the agent. The number of years these accounts had been with the agent should be checked against the age of his business.)

Lost Accounts Tell Strange Stories

5. How many are active and exclusive? (Some accounts are inactive for years at a time; large companies making several advertised products often split their business. This question is very seldom pertinent.)

6. How many accounts have you added during the past year? (Check the answer to this with answers to questions 4, 5, and 7 to find how rapidly the agency is expanding. Of doubtful importance anyway.)

7. How many accounts have you lost during the past year? Give names. (The answer to this is important, because a prospective advertiser should find out why the agency lost the accounts. Often it is no reflection on the ability of the agency, the change being caused by unfair competition of another agency, a clash of personality between the contact men of agent and client, or an important change in the executive personnel of the advertiser.)

8. Do you handle competing accounts? (The importance of this can hardly be over-estimated. It would be impossible for an agent to give satisfactory service to two clients who were competing for the same trade.)

9. Have you any objection to our getting in touch with your present clients? (The answer should be "No." If you were employing an architect to build your house you would want to talk with a few men who had used his services. The agent's present clients can tell you many good things about the agent's service that he may not appreciate himself, and they can also tell you what to guard against.)

10. Would our account be handled by an executive—if so, who? (It is a practice of some agencies to have star salesmen—spellbinders who go out and drag a man in and get him to sign on the dotted line, and then that is the last that the client gets of that man's attention. He goes out to land other accounts, and the advertising is turned over to an inexperienced young cub. Such a practice is not common nowadays, but it is always best to have a clear understanding at the beginning as to who the "mother hen" is to be, and that this man be a really BIG man.)

11. Briefly what is your program in taking on a new account? (This will bring out many differences of opinion. Each agency may have a different idea. Some will say that they first would want to make a careful survey, including field work—calling on distributors and consumers. Many would want one or more lengthy conferences between your marketing executives and theirs. Most of them would want to study the details of your business, the advertising and selling work you have done in the past, your competitors activities, etc. Pick the program that best meets your own needs. There is no one best way that will apply to every account. The important consideration is that there must be a real plan—something that is more far-reaching and fundamental than pretty pictures and smooth-reading "copy.")

The Acid Test Question

12. Why do you believe your agency is the best equipped to take care of us?

These were the questions asked by one advertiser. Of the thirty agencies, seventeen were eliminated at once because their answers were unsatisfactory. Then the sales manager invited the remaining thirteen to come to his office, one at a time, for a conference. He weeded them down to seven. Those seven were then given a chance to tell their story to the president of the company. He weeded out four. The three who remained went before the board of directors. Now the man who was finally picked must have "had something." Something besides a pleasing personality that might get business on a golf course or over a bottle of hooch.

The test described above might not fit every business without several changes, but it is a good illustration of the sound analysis as compared with the "good fellow" system of picking.

Of course there are other things that are essential to picking the right agency. Many advertisers will want to know something about the character of the owners of the agency.

The agent must be sound financially. He will be intrusted with large sums of his client's money; if a real pinch comes along the client may want some temporary credit accommodation.

He must have recognition from publishers, enjoying their regular agency discounts and their cooperation.

And above all, the agent and client must be able to work in harmony. This means all the way through both organizations. Both sides should genuinely like each other. The head of the agency, and all of his people who are going to work on the account, should know the client's president, general manager, sales manager, advertising manager, and any others who help to formulate or execute the marketing plans.

There should be regular get-together meetings—but those and other ways through which the client can get the best that his agency has to give, will be discussed in another article.

NEXT MONTH: AGENCY CONTRACTS AND AGREEMENTS.

What is Your Definition of Salesmanship?

John Wanamaker, determined to build up the salesmanship of his stores, sent for and listened to a certain man who is known as a great teacher of salesmanship. "Now, I have heard your story," said John. "Your statements have been general, but I want to ask you one question. What is the center of your proposition, your type of salesmanship training?" The man replied, "My center is my definition of salesmanship, and my definition of salesmanship is: the art of persuading men to buy the goods you have to sell." John Wanamaker sat still several minutes before he winked an eyelash, and then said, "That is very nice, but I do not care to go into it further." He sent for another man, and to him also he said after listening: "Everything has a center, what is the center of your proposition?" The man said: "The center of my proposition is my definition of salesmanship. My definition of salesmanship is: the art of so successfully demonstrating the merits of the goods and the service of a house, that a permanent customer is made and held." And John Wanamaker immediately said: "Fine! That is what I have been looking for!"

Those two definitions of salesmanship illustrate the diverging tendencies now at work. The new type of salesman does not emphasize the salesman, but the goods. It does not try to make a trout of the prospect and the salesman a sort of special fly, ingeniously devised to hook the trout.

Aroused by the growing sales in London of canned cream with as low a percentage as 27 per cent of fat, the Government authorities have submitted recommendations to the Ministry of Health calling for a minimum standard for canned cream.

The Drawing Account Artist

By Eugene Whitmore

The high percentage of failures among salesmen during the past year has brought the drawing account problem to a head. Losses resulting from a too liberal credit policy with new salesmen are becoming more and more serious, as the army of drifters and professional job hunters grow. Something has to be done. What can be done? What are others doing? Perhaps this article may help you answer those questions.

WE are rapidly discontinuing all drawing accounts," says a Chicago sales manager who has recently been cutting and pruning his sales expense budget to the very core. "Early in May one of our salesmen fell so far behind on his fifty dollar a week drawing account that we were forced to discontinue his weekly check. I wrote him a frank letter pointing out that I had backed my confidence in him to the tune of fifty dollars a week. I showed him how he had been slipping a little each week, until his earnings had dropped way below the fifty a week mark. I told him that I felt he was a hundred a week man, but that in my opinion he had fallen into a rut simply because he had accustomed himself to living on fifty a week, and knew it was coming.

"I suggested that he make one last desperate effort to close up all prospects, reminding him that we were certainly entitled to what business he had worked up. He saw the point, redoubled his efforts the next week, and closed business that entitled him to about eighty-five dollars commission. He suggested that we send him a check for fifty dollars and apply the balance on his overdraft. His smallest earnings since have been below seventy-five dollars, on only one occasion, when, for one week, he slumped back to sixty dollars. His overdraft is practically taken care of, and, when he once begins drawing from seventy-five to eighty dollars each week, I am confident that he will begin earning even more, simply because of the confidence it gives him."

Lax Methods in Drawing Accounts

Many sales managers confess to lax methods in handling drawing accounts, figuring that they have set aside a certain amount to lose each year anyway. On this basis, they permit some men to go far beyond the limit of common sense, and then have to turn down good men, later in the year, because there is no fund available out of which to draw for advances.

Another sales manager, who is bitterly opposed to drawing accounts, has worked out a plan that seems to be worth a trial in other lines. When he hires a man who insists upon a drawing account, he sells the new salesman on the idea of keeping out of debt. He induces the man to work one week, sending in the orders at the end of each day. As the week passes, most of the orders have been verified by the sales manager. Saturday morning, a check is mailed for ninety percent of the commission earned. If the salesman

is too far away for the check to reach him Sunday, by mail, the money is wired to him.

This procedure is kept up for a few weeks, until the salesman has accumulated enough reserve so that checks may be mailed every Thursday, in order to reach him on Saturday. Many drawing accounts are started, simply because the sales, or credit manager, is too lazy, or too busy, to pass upon all orders and have them verified, and their ratings checked promptly so that there will be no delay in sending out the salesman's money.

"In my experience I have found that the surest way to demoralize a good salesman is to give him a liberal drawing account, and ask for no accounting of his time or the money advanced," says a sales manager in the specialty field.

"We formerly gave a man a hundred dollars expense money when he started out—when that was gone he wrote for more. I OK'd these requests for money, after guessing whether or not he had been out long enough to legitimately use up that hundred.

How One Firm Solved the Problem

"That was all right when we had half a dozen or so men, but when our sales force began to expand it was suicide to continue it. We have since tried most every plan we have heard of, and have at last settled upon this plan. We figure that every call on an old or prospective customer is worth two dollars. We show a new salesman how we arrive at that figure. We explain to him that it makes no difference to us how he gets to those customers—whether he rides in a taxi or walks. He is given permission to stop at the best hotel in town, or at Mrs. O'Rourke's boarding house.

"We impress upon him that he must make a complete report for every call he makes. Reports which read 'buyer not in,' or 'not interested at present,' or 'all stocked up,' don't count. He must make a complete report which can be followed up intelligently by mail. After three or four weeks most of the men have sold enough to establish their ability with us, and then we establish a method of payment which is based on a remittance of commissions earned on all orders which have been accepted."

One concern found it best to stop their plan of yearly settlements and make settlements once every six months. They found that the average salesman is too apt to think that a year is a long time off, and that it is all right to overdraw, thinking that he has many months in

which to make it up. This plan worked so well that they are now making settlements every quarter.

By settling up every quarter, they never let any salesman get into the red very deep. He knows that his next quarter's drawing account will be readjusted if he is behind. Suppose a salesman is receiving sixty dollars a week. At the end of the first quarter he is eighty dollars in the red. He knows that his next quarter's drawing account will be fifty or fifty-five dollars a week, in place of sixty. If he is the right kind of man he will make a desperate effort to get back on a sixty a week basis. If on the other hand his account is in his favor he is given an opportunity to increase his drawing account in the same ratio that it would be reduced.

In some lines where the seasonal slump is a big factor the problem becomes more difficult. Human nature is pretty much the same in all of us, and only the few of us who are gifted with that rare quality known as foresight like to feel that we are making more money than we are drawing. For this reason, many salesmen, in times of busy seasons, draw their entire earnings, and then have to overdraw during the slump. A manufacturer of clothing specialties found that he was facing a fifty percent turnover of men, each season, due to this cause.

He could not afford to have his men off the road in dull seasons, yet they could not finance themselves on fill-in orders. Practically all of the men insisted upon drawing their full earnings as fast as they were earned. Here, indeed, was a knotty problem that actually threatened the growth, if not the existence, of the business.

Classifying the Drawing Account

To overcome this trouble, each season the manufacturer took the average earnings of the men for the past four years and estimated the average traveling expenses, dividing the sales force into three classes—the class that just make a living, the middle class, and the top notchers. A salary was determined for each of these classes, plus a reasonable expense allowance. This salary was to be paid for each week of the year—the expense allowance for forty weeks.

The salary was low enough in each instance to insure the manufacturer of breaking even. Then a bonus plan was worked out on top of this salary and expense plan to add incentive for the men to work harder. By watching each man carefully, and constantly prodding

Sales Management's Record of Drawing Account Bandits is at Your Disposal

NINETY nine out of every hundred salesmen are thoroughly honest. They regard a drawing account as a loan, which it is, and they expect and intend to pay it back. But there are in selling, as in everything else, black sheep among the white.

There are, however, a few salesmen who are not so honest and who make a business of getting sales managers to give them a drawing account with no intention whatever of pulling themselves out of the red.

The sole idea of these men is to get as many drawing accounts at one time as they can. They make a business out of it. We have had instances of salesmen who were receiving as high as \$600 a week in drawing accounts from as many as fifteen different firms, each of whom thought the salesman was giving his undivided attention to representing them. Instances of salesmen receiving drawing accounts from three concerns at one time are quite common.

In an endeavor to assist subscribers to keep these vultures off their payrolls, the publishers of "Sales Management" have started a card record of professional drawing account artists. We invite your co-operation. When you find a salesman who has not played square with you send us his name and the facts. His name and record will be carded by us, and copies filed at the Chicago and New York offices of The Dartnell Corporation.

If at any time you wish to get a line on any salesman whose past record is hazy send us his name and we will give you all the information we have on file about him. No charge will be made for this service. We are glad to do it in the interests of more efficient marketing.

him to increase his earnings, a comfortable increase in sales has resulted, and a great reduction in turnover has been the result.

Investigation shows that the use of drawing accounts is declining; wherever drawing accounts are still permitted, there is a marked tendency to check up the men more closely and make sure that one hundred cents worth of work is delivered for every dollar advanced the salesmen.

Nothing will take the starch out of a good, conscientious salesman more than worry over an overdrawn account. One sales manager has used the plan of having his salesmen sign notes, payable one year hence, for the amounts of overdrafts: this is done only in the case of good men who are apparently worth "riding with," until they get a chance to make good. This sales manager tells the man who signs the note to forget all about his overdraft for the time being, and to consider himself starting anew. The salesman is then placed on a straight commission basis, and checks mailed promptly each week, after orders

are accepted. Several good men have been saved by this plan.

In eliminating drawing accounts, sales managers must develop plans that will

1. Expedite acceptance of all orders.
2. Enable payment of as much of commission as is safe to prevent losses due to unpaid accounts.
3. Insure the mailing of checks promptly each week, with full explanation, in event any orders are not accepted.
4. Prevent credit department from holding up commission on doubtful orders while waiting for reports from credit agencies, if there is any other method of getting information.
5. Teach salesmen how to get information that will satisfy credit department; keep accurate route sheets so that salesmen will not miss mail, and be prepared to wire money quickly in case of emergencies.

Never a day passes in the average hotel without having to deal with a salesman who is short of funds. Hotels know that many of these salesmen are straight commission men, and that they cannot

hold the house responsible. For this reason, they are growing more and more wary. Nothing breaks the morale of the salesman more than running short of money. Let him know that he can depend upon you for help in emergencies, and do everything possible to teach him to husband his resources, and the drawing account problem will begin to solve itself.

A Three-Column Idea for Sales Manuals

Many suggested demonstrations or sales talks presented to new salesmen tell him what to say, but they fail to tell him what is as important—what to do. This problem is handled very nicely in the recent sales manual produced by the Sundstrand Adding Machine Company, Rockford, Ill. The section of this manual which is devoted to a demonstration which the salesman can learn is laid out graphically in three columns. The first column tells what to say. The second column tells what he is to do while saying it, also giving comments on procedure. The third column gives the actual figures that are to be placed on the machine and demonstrated.

This graphic presentation of selling talk with all three factors proceeding at the same time is a great improvement over the commonly used method of putting down only the actual selling talk. In studying the Sundstrand manual a salesman can glance down any column and study the things he is to do with the machine, the kind of problems, and the order in which they are presented, and so on.

Northwestern University's Sales Management Course

The School of Commerce branch of the Northwestern University is offering a group of courses of interest in the field of selling, sales management, and advertising, held in the Chicago building of the university, located at the corner of Lake and Dearborn Streets. The classes meet in the evening from 7:15 to 9:15, and the courses cover thoroughly such branches of selling as Marketing and Distribution, Sales Administration, Merchandising, Salesmanship, Selling by Mail, Advertising, General Business Organization, etc.

The classes, which are under the direction of Professor Arthur E. Swanson, formerly member of the executive board of the Firestone Tire and Rubber Company, and a member of the Swanson Ogilvie Company, are in the hands of competent teachers, who have all proved highly successful in the commercial field. Included in the list are: Professor Henry P. Dutton, president of Dutton & Company; Herbert M. Morgan, vice-president, Johnson, Read & Company; James H. Picken, formerly division superintendent of Montgomery Ward & Company; and, N. E. Newman, assistant general sales manager, Felt and Tarrant Company.

Staging a President's Cup Contest

Babson says: "Send Your Salesmen Out After *Big* Orders; There is Going to be Lots of Them This Fall." Here is How One Concern is Quickening the Interest of Its Salesmen in Bigger Fall Business

By F. H. Pulfer

Assistant General Manager, Kalamazoo Corset Company

HERE are two kinds of contests for salesmen. One kind is where the prize represents considerable monetary value, as would be the case if an automobile, or stock in the company, or large sums of cash, were made the incentive. The other kind of a contest is where the prize itself is subordinated to the honor of winning.

Each type of contest has a place in sales work, and I have not a great deal of patience with sales managers who contend that one is better than the other. It always reminds me of the man who spends valuable time trying to prove that newspaper advertising is better than magazine advertising, or that large advertising agencies are better than small ones. There are certain types of sales organizations, where morale is at a low ebb, and especially where the salesmen have been encouraged to feel that money is the only thing that counts, where a substantial cash prize is needed to arouse even a spark of interest. But I have always felt that the right kind of salesman likes to win for the sheer joy of winning. I don't think he is any different from you or I in that respect. We are in business, of course, to make money, but, if we have any pride in our work at all, we get just as much satisfaction from knowing that our ability to command a large salary is an indication of leadership, as we do from the money itself.

Making the Contest Appeal to Self-Pride

Recently I had an opportunity to demonstrate this belief. Up to now, the company with which I am associated has never held any sales contests. The company properly felt that the men were putting forth their very best effort as it was, and that there was no reason to employ "artificial" methods of stimulation.

But at the same time the management recognized that, if it would be possible to transform work into a game, certain objects could be accomplished. If you were a good swimmer, and invited to enter a race to prove your ability, you would probably enter the race regardless of whether "there was anything in it" for you or not. Moreover, you would put forth just as much effort. But, if you knew that some mark of appreciation would be extended to you if you won, you would be just that much more anxious to win, and, after winning, it would be a source of endless pride to be able to display to your friends some proof that you were a better swimmer

than any other swimmer in that particular race.

Several plans were considered. Someone suggested a pennant for the salesman who lead the organization, another suggestion was a diamond fob or button which a salesman could wear. The matter was decided by the president of the company, Dr. Upjohn, offering to personally award a silver trophy to any salesman who could head the sales organization three times.

Of course, there is nothing new in the idea of a president's trophy. Many sales organizations have sales trophies of different kinds which the salesmen can

how we grouped our salesmen so that all would have an even chance to win, and the rules under which the trophy is awarded.

The first step was to divide the men into classes according to experience and ability. The newer men we put into one class called "Rookies." The men who were just beginning to "turn the corner" we called "Beginners" and the "family providers" we labeled "The Old Guard."

The Rules of the Contest

The rules governing the contest were as follows:

I.—Permanent possession of "The President's Cup" will be given to the first salesman to win it three times.

II.—Temporary possession of "The President's Cup" will be awarded to the salesman making the highest total number of points in this contest.

III.—Only orders that are taken and shipped between Monday, September the 11th and Saturday, October 21st, will be counted. "Future deliveries," "subject to confirmation," and "sample orders," will not even be considered. Only bona fide, regular term, properly rated, orders, accepted by the Credit Department, will be figured in the contest.

IV.—Every new order opening an account will earn double credit on Class A points. (See scoring table.)

V.—In order to equalize the chances of every person in the sales organization, taking into account inexperienced beginners, sales people working virgin territory, etc., the sales organization is divided into three classifications, and the orders turned in by each classification will have different values, as per the following:

(a) ROOKIES—representing salespeople who have joined the organization on or after June first, or salespeople working in virgin territory. ROOKIES will receive double credit on all Class B points.

(b) BEGINNERS—representing salespeople who have joined the organization between January first and June first. BEGINNERS will receive one and one-half credit on all Class B points. (See scoring table).

(c) OLD GUARD—representing salespeople who have one or more years service in the organization and in territory with established business. The OLD GUARD will be credited with points as shown in the scoring table.



keep, under given conditions. But I thought the readers of "Sales Management" might be interested in knowing

Every prospect report with the prospect's letter-head attached and with positive evidence that the entire line was shown and with the prospect report complete in every detail, scores 25 points.

How Points Were Scored

Every order including not less than one full dozen each of Madame Grace, Graceful Stouts, Grace Girdles, and Brassieres and Bandeaux, scores 35 points.

Every order including not less than one half dozen each of Madame Grace, Graceful Stouts, Grace Girdles and Brassieres and Bandeaux, scores 17 points.

Every order including not less than one dozen each of Madame Grace and Brassieres, or Graceful Stouts and Brassieres, or Grace Girdles and Brassieres, scores 8 points.

Every account sold, regardless of quantity, 5 points.

Every new account opened, regardless of quantity, 10 points.

Every order totaling one thousand dollars or more, 50 points.

Every order for \$750.00 to \$999.00, 35 points.

Every order for \$500.00 to 749.00, 25 points.

Each time you place as a "Leader" on the week's total standing, 25 points.

Each time you place as a "Comer" on the week's total standing, 15 points.

All prizes will be awarded based on net shipments.

Contest standings will be shown each week in The Velvet Hammer and will be based on order approved by the credit department. The final report will appear in The Velvet Hammer, following the last week in the contest. Orders bearing shipping dates after October 21st will not be considered.

IMPORTANT: It is absolutely necessary that you mail in your orders every day to enable us to keep your records up to date. Make your prospect reports clear and fill out in detail. If you wish credit on your Class A points, attach the letter-head of your prospect with his signature to the effect that the entire line was shown.

Silver Cup for the Winner

The winner will retain proprietary ownership in the Cup until the next contest in the Spring. His name will be engraved on the Cup and he will be entitled to one leg on permanent possession. The first salesman to have his or her name engraved three times on the Cup gains permanent possession of the trophy.

This will be the second contest which we have held for this trophy, the first contest taking place last spring. As might be expected, comparatively little interest was taken at first. As the contest got under way, interest increased. Since that time we have been constantly "selling" the contest idea to the men, and, as a result, the contest which we are now starting, or what you might call the second leg of the race, promises much better. I think that too often concerns who say that they have tried the contest idea but found it didn't work, make the mistake of not staying with the plan and thoroughly selling the idea to the sales force. It has been my experience, gained with several sales organizations, that sales can be stimulated by properly planned contests among the salesmen and that you don't have to give away a small fortune in prize money to do it.

During the first six months of 1922 England imported 1,694,717 clocks, as compared with 994,377 during the first half of 1921. The Department of Commerce is advised by the office of the Consulate General, London, that the majority of these came from Germany, with the United States second in each year. During the first half of 1922, 1,100,000 watches were also imported, as against 950,000 in the corresponding period of 1921.

"My subscription to 'Sales Management' has not been renewed simply because of neglect and oversight on my part. Your magazine is very helpful and I am more than pleased to have it come to my desk regularly. I therefore apologize for not having sent you the amount of the subscription (\$3.00) which I enclose." F. E. Ruhling, The Cracker Jack Company.

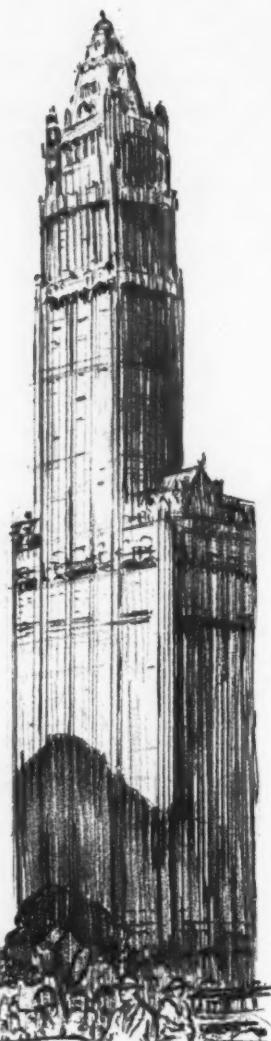
If all the users of Your goods could be housed here

¶ If you sell to a limited market of users you have a man-sized job. For as the market decreases, the difficulty of selling it increases.

¶ You will find the problems of selling in a limited market discussed briefly, but with grasp, in a book we would like to send you—PROMOTING SALES.

¶ While it's designed primarily to interest sales and advertising managers, every executive charged with the responsibility for increasing sales will find it worth a reading.

(Please mention Sales Management)



The Corday & Gross Co.
Cleveland
Effective Direct Advertising

Helpful Data a Sales Manager is Able to Get From Washington

By Waldon Fawcett

THE co-operation that is obtainable at Washington, these days, by any sales manager who seeks it, is, I think, more genuinely constructive than that which attracted so much attention during the war. The government has always had the means of giving first aid in selling, at home as well as abroad, to sales managers who knew where to turn for it and how to extract it. War's convulsion was required, however, to bring home to the great body of sales managers the government's potentialities as the partner of big and little business. As occasion demanded, though, much of the war-time cooperation was compulsory, as, for example, the activities of the War Industries Board, the Food Commission and the Fuel Commission. Now, with the harness off, official Washington is back on the old basis. But with this difference that the government machinery is organized as never before to give brass tacks information. And there is deepened realization at all of Uncle Sam's points of contact with business that national prosperity depends on practical

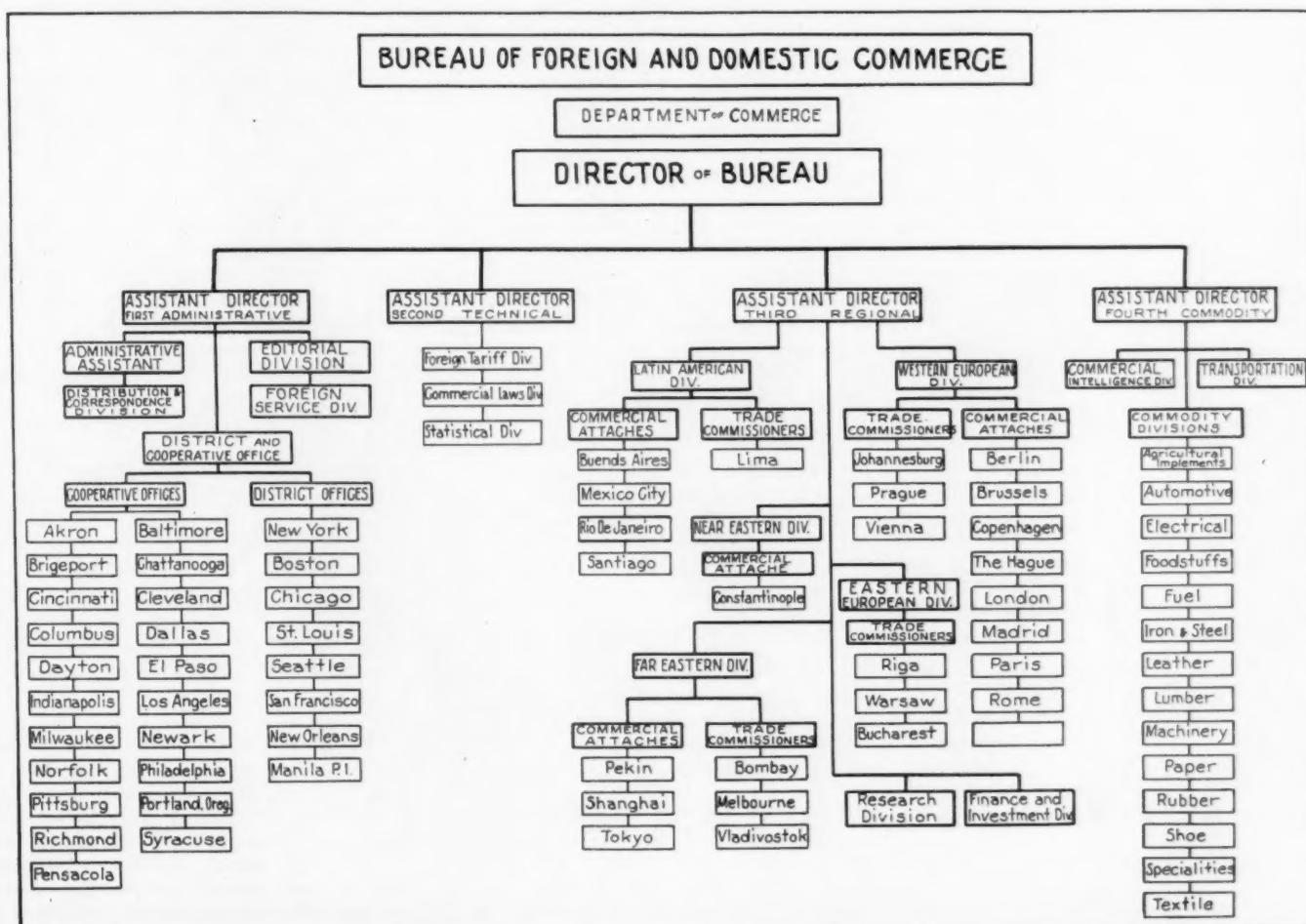
shoulder-to-shoulder work for business expansion.

Brand new branches of the government that have sprung up since the war are not to be overlooked as sources of sales animation. For one, there is the Bureau of Budget. This new organization does not do the actual purchasing of equipment and supplies for the biggest business in the world. The General Supply Committee still functions. But the sales manager in any line can get through the Budget Bureau what he could not get heretofore, through any channel public or private, a broad, comprehensive view of the whole governmental policy affecting purchase in any field. The Budget Bureau is the power behind the movement for the standardization of specifications, standardization of requisitions and order forms, etc., etc. Its inventories afford the most dependable data on the state of the government's supply reserves of any commodity.

Ranking with the Budget Bureau as an inspirational bet overlooked by the average sales manager is the U. S. Bureau of

Efficiency, an independent branch of the government. The average business man has somehow gained the impression that the only function of this bureau is to compile efficiency ratings covering civil service employees. In truth it performs an efficiency engineering service in investigating administrative systems in the government offices and recommending changes. How all this is translated into assets for sellers is well indicated by the fact that the Bureau is now compiling on its own initiative and at its own expense a complete reference catalogue or encyclopedia covering the entire range of labor-saving office appliances.

Sales managers have always looked to the Census Bureau for straight population data and, latterly for the lines of special information that indicate, for example, how many farm homes have running water or how many rural homesteads boast home lighting plants. Now they are enabled to get, in addition to these pictures of the consuming market, dependable data on business conditions. It has come about so quietly that salesdom has scarcely taken notice, but the



How the Bureau of Foreign and Domestic Commerce is now organized so as to be of real service to business



Filed Away in Washington are Tons of Documents and Facts Which a Sales Executive Can Profitably Use to Build Bigger Business

Census Bureau is setting out to do for commerce and industry what the crop reporting and crop estimating service of the Department of Agriculture has for years past done for farming. Uncle Sam is setting out, with this instrumentality, to go the reportorial activities of Dun and Bradstreet one better. And the news that's gleaned may be had by any sales manager at the nominal price of a subscription for the bulletin service. Next to what he pays for "Commerce Reports" and "The Patent Office Gazette" it should prove his best investment at Washington.

Weather Tips That Help Sales

To say that the U. S. Weather Bureau has come to the front, latterly, as a source of worth-while data for the sales manager is to risk a smile but it is a solemn fact nevertheless. The executive who conscientiously provides for his selling perspective all the reports put out by the Census and does not gather in the "Climatological Data" that the Weather Bureau is putting out in serial form is guilty of negligence. It sounds depressingly technical to judge only by the title, but it is a practical survey over a long period of years of local conditions in the various parts of the country covering temperatures, rainfall, wind velocities, relative humidity, percentage of sunshine and other intimate details that, it can readily be realized, have a very definite influence on the purchasing habits of the population. The Weather Bureau publishes this Climatological Data by sections so that the sales manager can get a close-up that will enable adjustment of a sales campaign to the conditions of specific territory, not more than State-wide in extent and maybe only a part of a State if the distinctive characteristics warrant.

The U. S. Geological Survey is not displacing the U. S. Bureau of Mines as a source of significant information for sales managers, but it is receiving a larger daily mail from marketing executives as

business men come to realize more and more that it is the government institutions that keep tab on the nation's resources that must be looked to for the foundation facts upon which to build business policy.

Just here it may be well to answer the question of a sales manager who recently inquired of the writer whether there was any single source at Washington whence could be drawn all the government's information on packing, and particularly the digested rules of the government's war-time experience in packing for overseas shipment. This information is not to be had in any one quarter but it can be run down in several directions. The U. S. Forest Service, through its Forest Products Laboratory, has much of the technical data. You know it was at this institution that were developed the three-way corner and other new features for crates and shipping cases. The U. S. Bureau of Standards is a second source. The Standards people get out that new waterproof paper and other original packing expedients that spell improvement. Finally the Bureau of Foreign and Domestic Commerce is getting ready to establish a Division of Packing that will start with the government's technical innovations and will see how far the theory and science will square with the every-day practical conditions of rough-and-tumble transit.

Many Changes in Commerce Bureau

This brings us around, as though by preconcerted plan, to the institution that has blossomed most amazingly since the war as a clearing house of information for sales managers. It is our old friend, the Bureau of Foreign and Domestic Commerce. But it is almost unrecognizable under the galvanic influence of Herbert Hoover. The big addition to the organization is found in the bakers' dozen of "Commodity Divisions", with others coming along in steady procession. Creation of the Commodity Di-

visions simply means that the Commerce institution has progressed to the point of specialization in the giving of trade information and uncovering of trade opportunities. No longer need the sales manager in any leading line wade through the reams of printed matter and mimeograph bulletins sent out from the commercial nerve center. Henceforth he may get his news predigested via a Commodity Division that concentrates on his line.

In active operation are Divisions devoted to agricultural implements, automotive products, electrical goods, food-stuffs, fuel, iron and steel, leather, lumber, machinery, paper, rubber, shoes, textiles, and specialties—the latter covering such lines as sporting goods, cameras, musical instruments, etc. As this is written a Chemical Division is being created. One that will deal with "Advertising" is on the way. Most interesting of all a move is being made,—first through the Specialties Division with the possibility of a niche of its own later on—for investigative work on Sales Technique.

When Your Trade Mark Is Swiped

The sales manager has already at his call a Commercial Laws Division which will answer his questions as to local and national laws affecting sales activities in any part of the world. Here is where you apply, for example, for data on the regulations governing salesmen's license fees, the duties on salesmen's samples, etc. The Foreign Tariff Division can tell an export seller what customs tolls will be exacted on his shipments at any port or entry. Two new cogs in the machine, the functions of which may be surmised from the names, are the Division of Transportation and of Commercial Intelligence. If a sales manager hears that somewhere in Latin-America a "pirate" has undertaken to kidnap his trade-mark and hold it for ransom his call for help should be addressed to the Foreign Tariff Division of the Bureau of Commerce, which has been very vigilant in thwarting this sort of thing.

Under the wing of Herbert Hoover's Department is another new fountain head of sales information that is not to be overlooked, viz., the Division of Simplified Practice in Industry. By means of an ingenious adaptation of the map and tack system the officials can tell an inquisitive sales manager at any hour in the day just what progress has been made in his line in reduction of odd sizes, elimination of superfluous styles and abandonment of slow-moving items. To touch a high spot hastily, do not overlook the Bureau of Education as a source of no end of data that will be helpful if you "sell the schools". The National Park Service, Department of the Interior, may have something interesting to say to you if you dabble in tourist outfitting. Finally, the U. S. Tariff Commission has, during the past year or two, rounded up, via its sparsely circulated "Information Surveys", a wealth of specialized information, industry by industry, that is too good for sales managers to lose.

How many buyers in your field are not specifying any brand?

THEY were the largest single factor in the New York market. Their bread was sold by almost every grocery and delicatessen store.

Under such conditions could a really substantial sales increase be brought about?

A study of the field brought to light an interesting fact: Although one-tenth of what the housewife spent in the grocery store was for bread, six out of ten women did not ask for bread by name. It was just, "a loaf of bread, please."

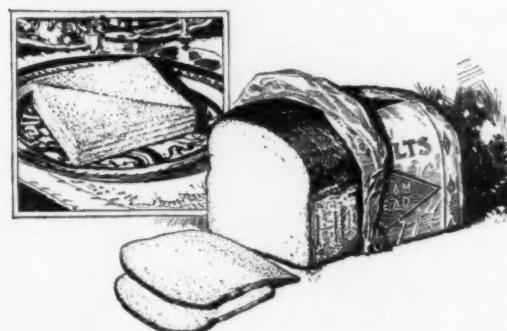
And so an advertising campaign was launched—aimed at those six in ten.

The quality of Shults Cream Bread itself was visualized—its ingredients, its thin-slicing characteristic, an accepted test of good bread.

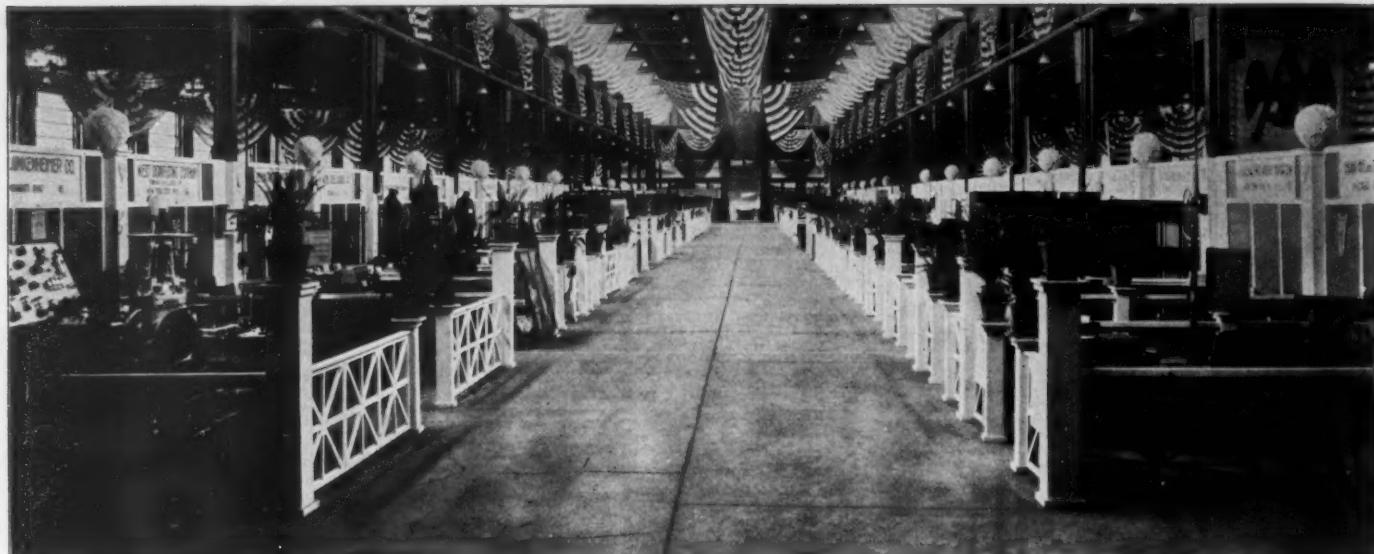


This advertising was then interpreted to the dealer in terms of turnover. The average grocer, carrying six or eight different brands of bread, was shown the advantages of concentrating on fewer brands.

In one month, one of the Shults bakeries, since this work was started, has increased its output of Cream Bread 35%; another has increased 42%, another 50%, still another 60%.



It has been the privilege of the J. Walter Thompson Company to co-operate with the Shults Bread Company in determining their lines of least resistance and in telling their story to the public. J. Walter Thompson Company, New York, Chicago, Boston, Cincinnati, Cleveland, London.



Making Your Exhibit Pay

By Felix Mendelsohn

President, Expositions Company of America

LAST year at a hardware convention a certain saw manufacturer had an exhibit of his products on display. Now saws are nothing new to the average hardware dealer, so most of them passed by the display. Another saw manufacturer with substantially the same type of products had a salesman giving a demonstration, actually sawing various substances, and showing how best to operate an ordinary hand saw. This booth was crowded during all the convention. One hardware dealer said that he had learned more about saws in half an hour from the demonstration than he had learned in many previous years experience as a hardware merchant.

The sales manager in charge of making a display at a convention should bear in mind that his display will be in competition with from 50 to 300 other displays, and that to get attention he must do something more or less spectacular.

One sales manager makes it a point to have a part of his display fenced off so that when an opportunity presents itself he may have a place for talking to prospects without the distraction of the passing throng.

Like any other form of sales promotion work the exposition display should be well planned, far enough in advance to enable the sales manager to wring it dry of all possible opportunities. Arrangements should be made to register all visitors, and thus add names to the mailing list. Reports should be made on all visitors and closely followed up by mail or personal sales effort. Often the good-will built at a convention or show will result in profitable business at a later date.

At the Beverage Exposition held in Chicago at the Coliseum the exhibitors sold over one million dollars worth of their products in nine days. A year later

the exhibitors at the same exposition sold over \$750,000 worth of their products in five days.

One firm alone did over \$600,000 worth of business at another exposition where their machinery was exhibited. Purchasers stood in line with checks in their hands.

There seems to be a sort of let down in the average buyers' natural resistance to sales effort when he attends an exposition or convention of some kind. He is out of his natural environment.

From a broad standpoint of building a business it must not be considered that the actual sales made at an exposition are the only benefits to be derived. Many concerns have no opportunity to show their product in actual use to prospective customers, except in cases where the customer visits the plant or sees the product in operation at an exposition.

Compared with the expense of sending a salesman on the road for 100 days the cost of the average exposition exhibit is about as follows: A salesman's expenses and salary will average at least \$20 per day—100 days costing \$2,000. By careful planning he may be able to see six customers each working day—making a total of 600 contacts with prospects or customers.

The average trade exposition brings in from 600 to 1500 potential customers. The cost of a booth usually runs about \$300 for the space, decoration and signs. Add to this \$450 for entertainment, attendants, etc., and we have \$750 as the total cost for the exposition, where an opportunity is offered to meet and talk with from 600 to 1500 customers or prospects, as against \$2000 to reach 600 customers or prospects by sending a salesman out on the road.

Trade exhibits, expositions, or buyers' shows will in no wise take the place of

traveling salesmen, but, if properly conducted, a booth at any of these expositions may create enough business and prospects to warrant any firm in using space.

It is oftentimes a question whether to make any attempt to sell at an exposition. Many firms make no effort to take orders, being content to gather names of prospects and say "hello" to their regular customers. This is particularly true of staple lines but in lines such as labor saving machinery, or office appliances many direct sales are made.

There are two distinct types of displays generally in use—one the display that shows the product in action, or being demonstrated in some manner; the other where there is no motion, or action—just a mere display of merchandise, with little more to attract the crowd than the average show window. Invariably these displays without motion or action seem to be more or less overlooked. At a recent exposition an automobile spring manufacturer had a spring rigged up so that it was being constantly pulled up and down to show flexibility. This bit of action kept the display constantly crowded with spectators, and graphically demonstrated a talking point.

Various schemes to draw the visitors to the booth are often used by exhibitors. Raffles, daily drawings for prizes, "find your double," numbered buttons or cards, and other plans create a vast amount of interest and insure the booth getting the attention of every potential prospect or customer.

The sales manager who exhibits at a trade show or convention simply because "the other people are there," will be apt to say "never again" after the show is over, whereas on the other hand going into it with the same spirit that a new salesman is sent out will more than likely bring equally tangible results.

"As Milwaukee Buys—The Nation Buys!"

Four Salient Reasons Why Milwaukee is *the Ideal Try-out Market*

- 1—Milwaukee is the right size. It is representative—not too big nor too small. **"As Milwaukee Buys—The Nation Buys!"**
- 2—Milwaukee is the buying center for Wisconsin and Upper Michigan—the territory covered by Milwaukee jobbers.
- 3—Milwaukee purchases run high. During 1921 they averaged better than nine million dollars every business day. This year Milwaukee business is better than in 1921. Authentic reports show Milwaukee to be one of the soundest business centers in the United States at the present time.
- 4—Milwaukee and the rich surrounding territory is covered by one medium—The Journal. This dominant, seven-day newspaper is read by more Milwaukee and Wisconsin people than any other publication in the world. It goes to four out of every five English-speaking Milwaukee families daily.

Here is economy! Only one medium, instead of three or four, to cover the field. Only one advertising cost.

*Sales and advertising managers are invited to send for
The Journal's analysis of the Milwaukee Market
in relation to various products*

The Milwaukee Journal

FIRST—by Merit

Try It Out In Representative Milwaukee

A Two-Foot Shelf of Books for the Sales Manager

By J. G. Chapline

President, La Salle Extension University, Chicago

THE prime function of the Sales Manager is the selection, training and direction of men. The sales manager who does not know men, and the natural impulses which direct and control their thought, sentiment and conduct—in their contacts with other men—cannot select, train and direct efficiently.

Therefore, as the basis of a library for the sales manager, I would suggest The Bible, with a good concordance; the preserved philosophy of Epectitus, the Roman slave; and the essays of Ralph Waldo Emerson. These three books will

supply outlines of thoughts which are ingrained in the minds of the mass of men today; and it is these thoughts, rather than the thoughts inspired by the discoveries of modern physical science, which direct and control the conduct of the great mass of humanity of our own time.

Human conduct today is inspired by the unconscious urge of the past experience of the race. The scientific discoveries of the last 300 years have had little influence upon either the substance or process of thought in the mind of the



Not "Just as Good"

One of the first functions of The Merchandising Department of The Indianapolis News is to endeavor to educate the retailers in its territory in better merchandising methods. It discourages substitution and insists that advertised goods be furnished the consumer when they are called for and not something "just as good." This policy of The News has borne fruit in the past six years, since the Merchandising Department was established, in the well-grounded confidence of Indianapolis Radius dealers in advertised products.

The Indianapolis News

Chicago Office
J. E. LUTZ
The Tower Bldg.

FRANK T. CARROLL
Advertising Manager

New York Office
DAN A. CARROLL
150 Nassau Street

USE NEWSPAPERS ON A THREE-YEAR BASIS

mass. The prime motive force in human conduct is still controlled by "the first law of nature: Self preservation." And all appeals intended to inspire action must be based upon the fact just stated. If any departure from the rule is observed, that departure may be traced to the effect of the philosophical psychology to be found in the three books mentioned above.

In order that the sales manager may understand why the above statements are true—to give him a glimpse of the underlying causes—I would recommend the following four books: "The Wealth of Nations," by Adam Smith; "The Mind in the Making," by James Harvey Robinson; "The Economic Consequences of the Peace," by Keynes; and "Reconstruction in Philosophy," by John Dewey.

These books will supply the basis for an understanding of our system of economics, with such variations from the conclusions of Smith as recent experience suggests—and, also, a clear conception of the causes which have contributed to the partial acceptance of the variations, upon the part of business men.

For technical information on the subjects of selling and salesmanship, the following books will be found to be of practical assistance: "The Selling Process," by Norval A. Hawkins; "Principles of Salesmanship," by Harold Whitehead; "Personal Efficiency, Salesmanship, and Sales Management," by Irving R. Allen; "Modern Sales Management," by J. George Frederick.

There are books on marketing which should be added to the list above. Every sales manager should read "Manual of Successful Store Keeping," by W. R. Hotchkiss; and, "The Elements of Marketing," by P. T. Cherington. In addition to the above, "Marketing Problems," by Melvin I. Copeland, has a mine of information that should not be overlooked; also, "Market Analysis, Its Principles and Methods," by Percival White, will be found meritorious. Those who are more interested in technique, than in the subject of man and his mind, will prefer these three books to the first three in the above list. For that reason, this list has a total of thirteen books instead of ten.

My Choice of the Ten Best Books for Sales Managers

By George W. Hopkins

Vice-President, Columbia Graphophone Co.
New York

I would make the selection of the following as the ten outstanding books for sales managers: "The Selling Process," by Norval Hawkins; "How to Sell Quality," by J. C. Aspley; "Salesmanship," by Wm. Maxwell; "Men Who Sell Things," by Walter D. Moody; "Modern Sales Management," by J. George Frederick; "Market Analysis," by Percival White; "The Go-Getter," by Peter B. Kyne; "Men Who Are Making America," by B. C. Forbes; "Acres of Diamonds," by Russell H. Conwell; "Imagination in Business," by Lorin F. Deland.

Measuring the Results of Advertising

By H. L. Roth

Research Director, Hoyt's Service, Inc., New York

Charts from Charles W. Hoyt's Address: "Planning a Marketing Campaign"

No sales manager would think of paying a salesman to get orders and then judge his work by the number of reports he sent in. Yet we often spend money for advertising intended to accomplish certain well defined purposes, and then judge the success of the advertising by the advertising department's record of inquiries. In this article Mr. Roth gives us a yard stick by which we can measure advertising results just as exactly as we can measure personal salesmanship.

At the recent meeting of a sales manager's club—numbering among its members some of the leaders in sales management—the subject of determining advertising appropriations was considered. The very interesting questions were raised: "How shall we determine specifically the effects of an advertising campaign?" "In what specific terms can we judge whether the appropriation is producing results?" "On what basis specifically shall the appropriation be justified?" "Shall the appropriation or the advertising be judged in terms of the effect on the consumer, or on the merchandising value to the trade, or both?" "Is there a gauge or rule for measuring advertising, besides the idea of its general publicity or good will value for a particular brand or a particular firm?"

It was not a case of questioning the power of advertising, but rather of determining a measuring rod for gauging what an advertising appropriation is doing for the manufacturer.

Similar questions are today being considered by former advertisers who discontinued their advertising on account of financial difficulties

and are now contemplating its resumption; by present advertisers who are checking up results; and by firms that have never advertised but would do so if convinced of the efficacy of advertising as a marketing force for their business.

How, then, shall we measure or apportion the effects of an advertising appropriation in specific terms? After having prepared advertising and sales plans for about fifty manufacturers in at least half as many different industries, I have come to the conclusion that there is a definite method which is applicable in principle to virtually all businesses. This method has also the advantage of being a guide to the media to be used, and is suggestive of what is a fair appropriation for a given campaign. It is particularly helpful to the manufacturer in

answering the question: "If I invest a given appropriation, what do I accomplish by it?" "Whom do I influence with the advertising, and to what degree?"

The method is essentially as follows:

First, let the manufacturer, or all those persons in the manufacturer's organization who influence marketing methods, enumerate every factor employed in the distribution or marketing of the particular product. The four most frequent channels of distribution are, of course:

most important in a particular case, all the factors are of some degree of importance, and an advertising campaign or the advertising appropriation can be so handled as to influence each factor to its proper degree.

Let me illustrate with several examples:

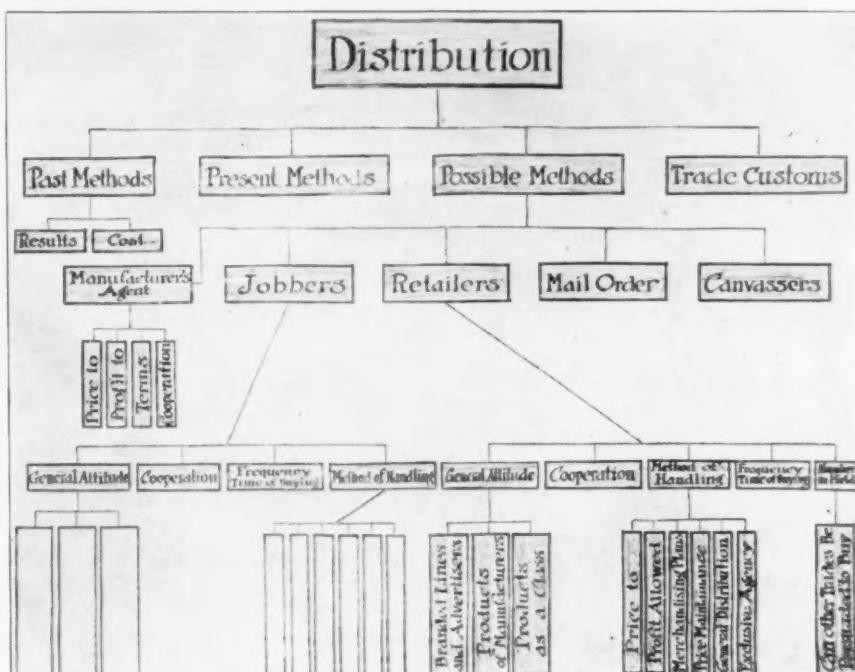
In a highly competitive field, where there is a strong brand consciousness, as, for example, in the field of dentifrices, we may decide that the consumer exer-

cises an influence of 75%, the retailer 10%, the jobber 10%, and the manufacturer's salesman 5%. That is, in the long run, even if a manufacturer should get jobber and dealer distribution, but if the merchandise does not move from the dealers' shelves, the sales will be unsatisfactory. The volume will depend upon the consumer preference for the particular brand. The advertising results must, therefore, be judged largely by the effect on consumers. At the same time, the advertising will help secure distribution among, and the co-operation of, retailers and jobbers. The advertising will also have a helpful effect on the manufacturer's salesmen. That is, the consumer

advertising, which is intended primarily to buy a certain number of ultimate users of the product, also has a definite influence on the other factors.

We may justly say, then, that the effect of the appropriation of a dentifrice manufacturer for consumer advertising would be 75% for influencing consumers, 10% for influencing retailers, 10% for influencing jobbers, and 5% for influencing his own salesmen. These percentages are arbitrary, and merely illustrate the principle.

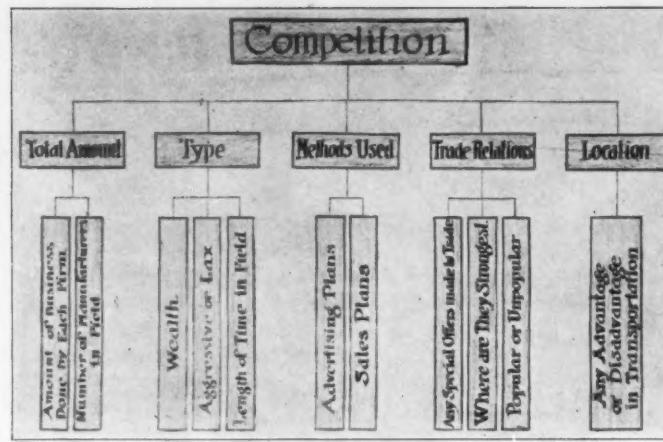
But if we take another case where the same elements enter into the distribution of the product,—that is, manufacturer's salesmen, jobbers, retailers and consumers—we may find the reverse situation. Consider, for instance, wiring device goods such as electric sockets and



The Four Key Factors to Be Considered in Planning a Marketing Campaign

- (1) Manufacturer's salesmen to jobbers to retailers to consumers.
- (2) Manufacturer's salesmen to retailers to consumers.
- (3) Manufacturer's salesmen to consumers.
- (4) Mail order business, direct to consumers without the use of salesmen.

Then, based on the manufacturer's experience and on a careful analysis of the particular problem, let a rating be given to the relative importance of these different elements in the distributing or marketing chain in regard to the particular product or business. The relative importance of each channel will vary with different industries and even with different manufacturers in the same industry. The basic point to recognize is, however, that regardless of which factor is the



Competition Should be Analyzed Carefully and Reduced to Terms of Least Common Denominator

switches which are made according to standard specifications and all brands are virtually the same. There is little if any brand consciousness among consumers. Consumers buy the brands that the electrical contractor or contractor-dealer sells, and the latter is largely influenced by the jobbers and the jobbers' salesmen. In a case of this kind, the advertising would be intended chiefly to influence the electrical jobber and his salesmen. Under these circumstances, we may decide that the relative importance of the different distributing factors is as follows: Manufacturer's salesmen 25%, jobbers and their salesmen 50%, dealers 15% and consumers 10%. Again, the percentages are arbitrary, and merely to illustrate the principle.

Now the foregoing does not mean that consumer advertising should represent only 10% of the manufacturer's appropriation. Consumer advertising may represent the major part of the appropriation, but in determining advertising methods and in judging results, the manufacturer should be guided more by the effect of the advertising upon his own salesmen and upon jobbers and their salesmen rather than by the effect on ultimate consumers. In this case, to use the expression we have already introduced, the advertising is aimed largely at buying jobbers as distributors of the product rather than to influence consumers in favor of a particular brand; and, of course, the consumer advertising, by influencing jobbers to handle the particular brand, would result in more sales to dealers and consumers.

To cite a third instance, take the case of household furniture. While there are some branded lines that have a standing with the consuming public, most furniture is bought by people at certain stores rather than because the furniture is of a particular brand. In a case of this kind if the manufacturer succeeds in getting his article into the dealer's store, the dealer will sell it through display and other sales efforts. Therefore, the advertising of a furniture manufacturer may be judged largely by its effect on dealers. Here, the advertising is aimed largely at securing dealers.

Let us emphasize again that this does not mean that consumer advertising is not logical for furniture manufacturers. On the contrary, furniture manufacturers

have a splendid opportunity of engaging in consumer advertising and using it as a lever for obtaining dealer distribution which will automatically and immediately influence consumer sales. And the gradual effect will be a consumer consciousness for the particular brand, which would ultimately mean an active consumer demand.

Finally, take the field of life insurance. Here is a field in which it is not expected that consumer advertising will influence people to take out life insurance on their own initiative. A life insurance company must depend upon the very active efforts of its agents. But consumer advertising may be made a remarkably strong influence for a life insurance company in securing more big-calibered agents, which, in turn, would mean an increased volume of business.

For example, if a life insurance company should direct its advertisements at the consumer, featuring the fact that its representatives are as professional in their field as physicians or attorneys are in theirs; that its representatives are carefully trained in the economics of life insurance and in the details of various insurance problems, such advertising would make it easier for a company to attract to its fold more and better representatives. Since life insurance sales are in proportion to the number of capable agents that a company has, the results would also be in proportion.

In other words, in the life insurance field, while advertising is undoubtedly a logical activity, the results could never be gauged in terms of such things as consumer inquiries, if a coupon were used, or anything of the kind. Here, the effect of the advertising on the sales force should be rated probably as high as 75%, and the effect on consumers only about 25%.

While there may be some exceptional instances where other factors enter, the four foregoing examples illustrate the main idea of this article, namely, the effect of the advertising on all the sales or distribution factors in the varying degrees of importance that each factor represents. An advertising campaign planned with the foregoing in mind, takes cognizance of the relative importance of these differ-

ent factors. This results in types of media, whether they be direct mail, local advertising, national advertising, or any other form of medium, that the particular problem warrants.

The same thought was illustrated by marketing factors are of some importance, and a well-rounded campaign provides methods for reaching all of them to the proper degree. The manufacturer should then realize that his advertising appropriation is really apportioned among the different elements in the degree of their importance.

Also, in gauging the results of an advertising appropriation, recognition should be given in certain cases to the effect of the advertising over a period of at least several years. For instance, an investigation recently conducted by the writer in the breakfast food field revealed the interesting fact that the majority of users of a particular brand used the article for more than five years. This was found to be true of several of the leading brands.

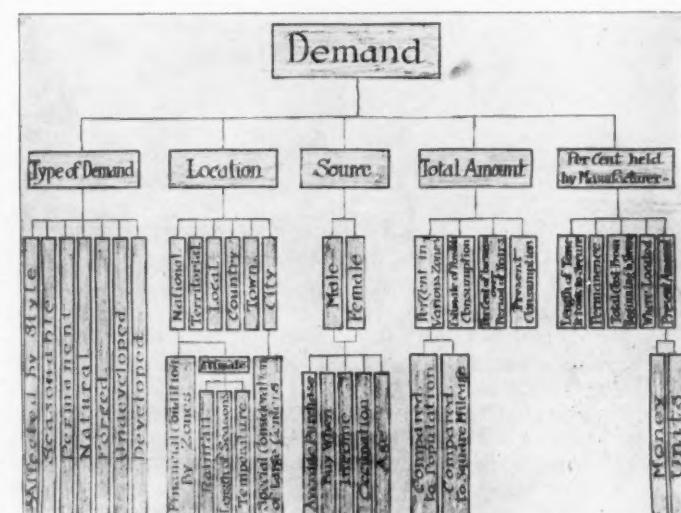
In other words, if a manufacturer secures new users as a result of advertising, these users will continue to buy for many years to come. Hence the advertising during any one year will continue to yield results over a number of years.

The same thought was illustrated by the sales manager of a shaving cream who related how his firm ran a brief campaign in the city of Albany, and the increased sales during the time of the advertising would hardly justify the appropriation. But two years after the local advertising was run, the volume of sales continued on the increased basis, so that the appropriation paid for itself many times over. Again, the new users that the advertising established continued to buy the product for a long time.

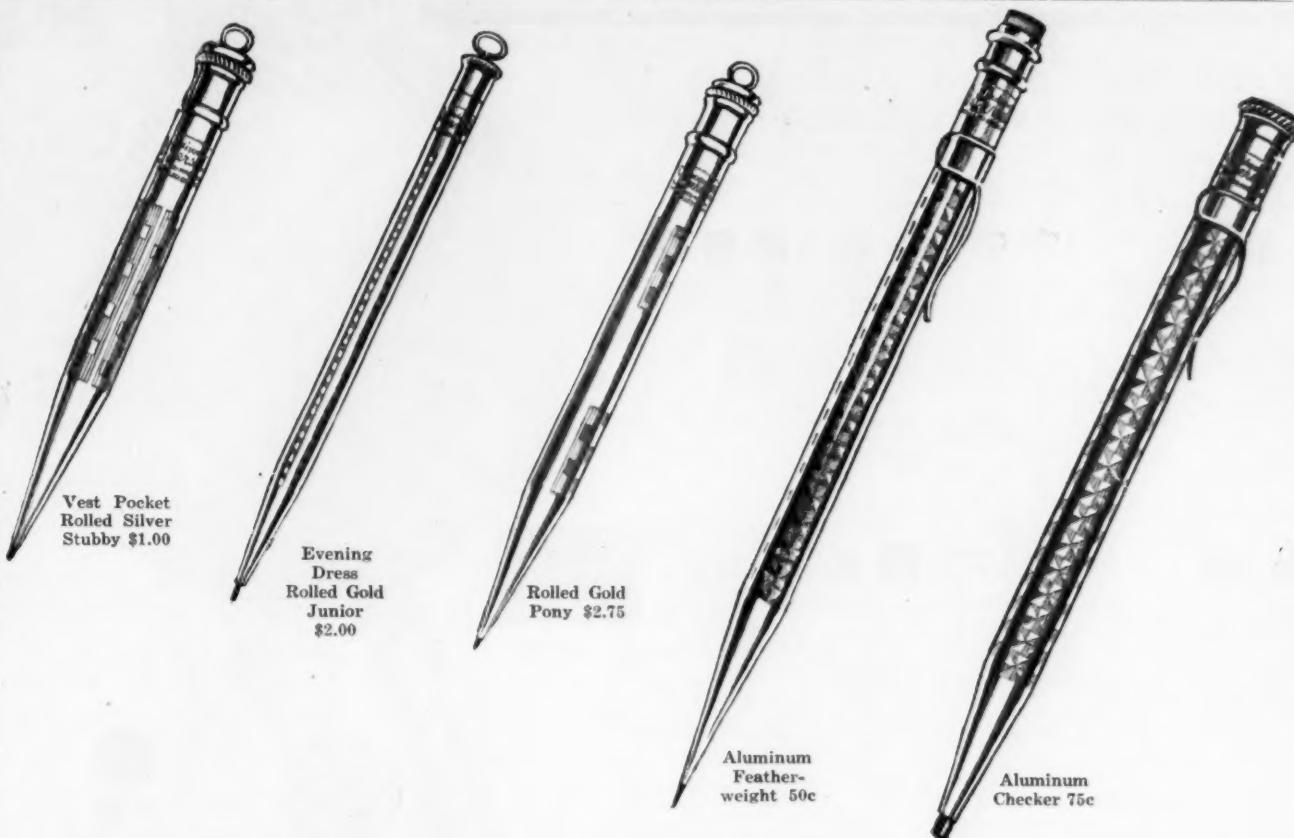
The measure of all marketing efforts along advertising or selling lines should be bigger profits. Even a bigger sales volume is no definite justification, if the increased volume is not secured on a profitable basis.

In the business cycle in which we are now operating, and in which a period of

(Continued on page 507)



There is a Lot More to Demand than Merely Having a Hunch that Everybody Needs Your Products



Sales Managers:

Wm. H. Ingersoll, for many years marketing manager of Ingersoll Watches, now recommends for your salesmen and for office use his latest product, the

*Ingersoll Pencil

a most ingenious mechanical invention, overcoming the common fault of clogging at the tip and tedious manipulation in changing leads. At your dealer's.

ADVANTAGES

- 1 Leads guaranteed not to clog at the tip.
- 2 Uses leads about double ordinary length.
- 3 Point presses in for protection when not in use.
- 4 New lead inserted in twenty seconds.
- 5 Lead turns both in and out.
- 6 Holder can accommodate fifteen extra leads, equal in writing service to fifteen wood pencils.

INGERSOLL REDIPOINT COMPANY, Inc. 461 Fourth Ave.
New York, U.S.A.

SALES BRANCHES: CHICAGO ST. PAUL SAN FRANCISCO

Pins for Maps and Charts

Solid Colored Glass Heads

AVAILABLE IN 16 DIFFERENT COLORS

All Illustrations Are Full Size



Series 500



Series 600



Series 5400



Series 5000



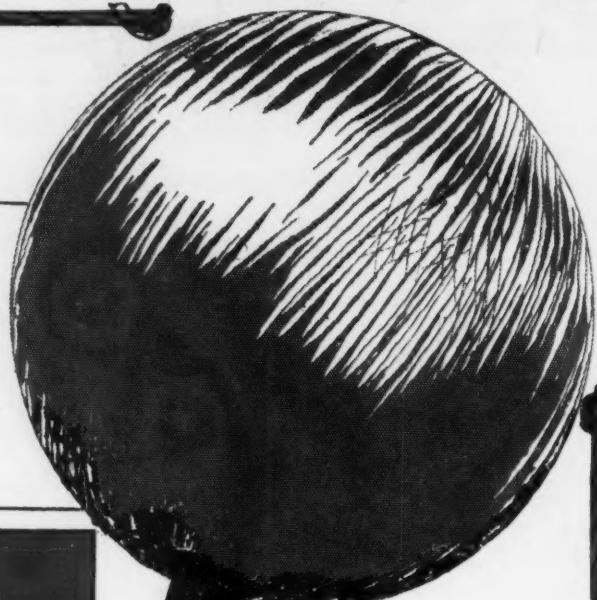
Series 5000 Special Markings

The Most Common Size used is this spherical head pin.

For Congested Maps or charts and holding territory or route cord in place use this pin.

Glass Spot Pin. The spot is fused in the head of the pin. It cannot come off.

Enamel Spot or "Ring Pin." Spot is enamel on the glass. This and the glass spot pin photograph as a ring.



Series 6300



Series 6100



Series 6400



Series 6200



Series 680



Series 4000



Series 6500



Series 6600



Series 3400



Series 3400



Series 3500



4444 Series 3600

Numbered or Lettered pins made up to order in any of the 16 standard colors. Dark colors with white letters photographed as black circles enclosing the figures. Use size of pin admitting maximum number of figures required. These numbered pins used in sets 1-31 to indicate days of the month. Also alphabet sets A-Z.



Oil Well Pin. Shape resembles oil well derrick. Can be supplied with two-colored head.



Map Ring. Colored celluloid ring for slipping over head of pin to indicate additional fact.



Beads. Uniform in size and color with 3/16" and 3/32" spherical map pins respectively. Can be used with pin to show additional fact or strung on long pins to show accumulation or quantity at one spot.



Series 650

EVERY CONCEIVABLE TYPE OF MAP MARKING DEVICE. Over 30 varieties and 16 colors of each made in our own factory.

RECORDS MADE WITH EDEXCO GLASS HEAD PINS ARE PERMANENT

You will never be annoyed by colors fading or peeling off the pin. EDEXCO Pins are made with heads of solid color glass. The color is fused in the glass when it is made—not painted on afterwards.

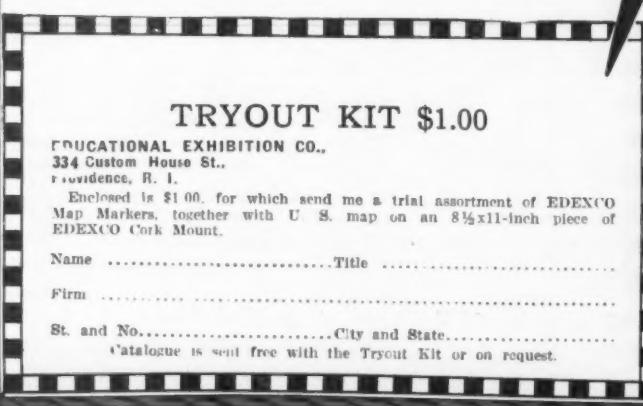
SERVICE

We are always glad to work with you to help you get at the exact key or color scheme to best cover your requirements.

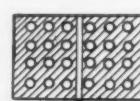
EDUCATIONAL EXHIBITION CO.

Graphics Headquarters

334 Custom House St., Providence, R. I.



Pole Line Pins. Used with map cord to show power circuits on city plans or piping lines in a plant. Metal, two styles.



No. 780-T



No. 780-X

Large Label Pin for display work. Any copy printed on this to order can be furnished in any color.



No. 781

The Branch Manager and Your Credits

1—What Control Should the Branch Manager Have Over Credits?

By the General Manager of a Large Corporation

Developments during the past ninety days indicate that it is now time to revise the credit policy downward. In other words, a more liberal policy should be adopted. Unless this is done sales will suffer, because all down the line the bars are being lowered. How about your credit policy? Does it apply the lessons taught by the recent crisis? Is it a help or a hindrance to sales? Could you get more business if some of the suggestions made by the writer of these articles were embodied in it?

WALTER Camp, the great Yale foot ball coach, was watching a Harvard-Princeton game in company with the late Lorin F. Deland, the Harvard foot ball strategist and famous advertising counselor. The play stopped while a Harvard substitute took his place. Mr. Camp, before the game started again, predicted a Princeton touch-down on the next play. He was correct.

Behind that marvelous prediction were years of the most intimate foot ball experience. But the real reason why Mr. Camp could forecast the future without hesitation, lay in myriads of impressions and previously-drawn conclusions from impressions.

The incident is well worth remembrance, because it shows that credit judgment and credit sense are not in-born qualities. Both come from experience. Both depend upon a past to predict the future.

Credit Qualifications of Branch Manager

The branch manager in his capacity as a credit man must, therefore, have more than rules and formulas. He must from his own experience or from the experience of others have knowledge. The branch manager who is successful in the handling of branch house credits owes his success not so much to a knowledge of human nature which enables him to pass wisely on credit risks, but upon a knowledge of credit risks which develops his knowledge of human nature. These truths are apparently not yet generally accepted.

If there was a general acceptance of the qualifications necessary for a branch manager wisely to handle credits, many of the systems which are common today would be abolished. It is just as unwise to place the sole responsibility in credit matters on the head of the branch manager without a background of credit experience, as it is to smother the experience gained in passing upon credits by rules and formulas which render acquired knowledge worthless.

Generally speaking, it is always highly advisable to have the branch manager and the credit manager at headquarters definitely associated. Their association should be governed by the experience and abilities of the two men involved. In the case of a newly-appointed branch manager who previously has not directly dealt

with credit problems there can be no doubt that the relation should be that of pupil and master. Later on the relation may well change to that of manager and assistant. Still later it may be advisable to merely have the distinction of senior and junior. It is entirely possible that the day will come in such a relationship when the credit man and branch manager will be associates whose points of contacts will be conferences.

Speaking as a branch manager with experience with several companies, it is my feeling that the average branch manager is thrust into the handling of credits with a very vague idea of what credits are and what they are expected to accomplish. At a "Branch Managers'" Luncheon recently it was stated positively that credit was nothing more nor less than a sales inducement. The speaker argued that the one correct way to regard credit was as a greater convenience than an additional trade discount. He pointed to the fact that many merchants, regardless of the size of the cash discount, preferred to have time in which to pay their bills, since they could use their money in their own business to greater advantage than in cash payments in return for any additional trade discount within reason. He compared the customary 30 days' credit extension with store helps, window displays and demonstration booths.

Some Credit Misconceptions

There was no exception taken when he finished with his standpoint until I ventured to differ. For credit fundamentally should not be a sales inducement in the sense the speaker portrayed it. The function of credit is to enable a dealer to pay for his purchases from the proceeds of his sales of the article or articles purchased. It has no direct relation with the sales price.

Credit is extended so that Mr. Dealer can finance his business to a very large degree with his customers' money. This is shown to be particularly the case when a dealer sells largely for cash and buys largely on credit.

Another common misconception among branch managers is directly traceable to this same ignorance of the function and purposes of credit. At this same luncheon one branch manager stated baldly that his enterprise did not extend credit

because it insisted upon all bills being discounted within ten days of date of invoice. It will be seen very clearly that his enterprise did extend credit, but merely limited severely the terms on which credit was extended. Merely because payment was insisted upon in ten days, and merely because a premium was paid for payment in ten days, in no way affected the seemingly obvious fact that for the ten-day period credit was extended.

One of the most capable men in the credit field insists that every transaction is a credit transaction. In the case of payments in advance he points out that the credit is extended by the buyer instead of by the seller.

In place of the usual rules and formula, or at least supplementing the usual rules and formulas which hedge about the branch manager in his handling of credits, there should be made a part of the branch manager's knowledge the fundamentals of credit granting.

So Called "Moral Risks"

Credit risks are primarily upon character. For credit implies an intention—an honest intention—to pay for what is bought. No amount of money, no amount of ability to make and keep money, will offset from a credit standpoint the debtor's dishonesty. There are several ways to gauge the honesty of intention of the buyer. His reputation in the trade; his continued existence in business, particularly in the same locality, and continuance of the same firm name supply one type of circumstantial evidence. His payment of other debts, either to other sources of supply or previous debts to the same source of supply, furnish a different but most valuable form of evidence.

But character, always an essential in any transaction involving credits, is not alone enough. In addition to an intention to pay debts contracted there should exist ability to pay debts contracted. This ability can come either through business capability or through financial resources—usually it is best insured by abundance of both. The honest man who is able will pay his bills, even without great financial resources, unless there is some unusual intervention such as a panic or disaster not covered by insurance. An honest man with great financial resources will usually be able to pay his bills unless he meets,

through lack of ability, with some reverse during the period of credit extension.

It should be pointed out clearly that the so-called "moral risks"—a term commonly used—are not merely "character risks," but are "character plus ability risks." History is full of failures of men whose personal and business morals were unimpeachable, yet whose business ability was a minus quantity.

It is essential that the branch manager should have at least as much of a working knowledge of credits as has been outlined. Otherwise, he will be dealing with quantities which will forever remain unknown to him and considering his uncanny position and recommendations made by the credit man at headquarters, instead of understanding the mental process of the credit man and applauding him for his skill and experience rather than for his non-existent mystic inspirations. The branch manager to become adept in the handling of credits must have a foundation for his growth in a credit-handling ability.

It is interesting to see the wide variation that exists in the methods used by leading American enterprises in the handling of credits through their branch offices. It is safe to say that a great deal of business is lost each year because of methods which severely handicap the branch in giving prompt service on initial orders and "accommodations" in exceptional cases. It is equally certain that heavy losses are incurred each year by methods which place in the hands of the branch manager the sole responsibility without guidance on all credit matters arising in branch territory.

The very great majority of parent companies place the same definite restriction upon the branch manager. Such limitations are easily divided into two great groups. The first limits the branch manager in the opening of new accounts when the initial order amounts to more than a definitely named sum. The second group limits the branch manager by insisting that all new accounts, before shipment of initial orders, be approved by the home office. In both these groups there will be found a definite or indefinite limitation of the amount of credit extended to any customer, regardless of previous experience with the customer.

One variation of the first group is to give the branch manager authority to open new accounts providing the initial order does not amount to more than the small percentage of the financial resources indicated by symbols in the mercantile agency reference books. This small percentage varies with differing lines quite naturally, for the percentage of profits—of which we shall speak later—necessarily influences this factor.

In specialty lines the branch manager is quite frequently permitted to open new accounts on a basis of five per cent of the figure indicated by the symbol relating to financial resources. In lines where the profit margin is very narrow this percentage figure is frequently not more than one per cent.

In addition to the broad factors in the granting of credit which we have pre-

viously noted, there are two other factors which should be recognized and carefully studied by every branch manager. The first is the factor of profit on goods sold.

This is usually illustrated by pointing out that if an article should show a margin of profit of one hundred per cent over total cost of manufacture, plus all overhead, the branch house would on two transactions involving a sale of \$100.00, split exactly even from a profit standpoint if it suffered a total loss on one

field of branch house credit granting. It is a varying factor—one of outstanding importance—with the newly-established branch house. At the outset the branch house has this sales future before it—usually very far before it. The time element insists that a profitable volume of sales be built up rapidly in order that the overhead may be covered at the first possible moment. Consequently, credit risks must be taken at the start of a type that can safely be eliminated when the branch house has as a basis a volume of sales the profits from which will take care of the overhead factor.

That this is recognized by able credit men can easily be shown. Take the case of newly-added articles which appeal to a different type of trade outlet than the long-established regular line products. Here the practice of the best credit man at headquarters is to point out to each branch manager that greater credit risks must be taken during the introductory period than will be countenanced later on. For the new product of this type distributed through new trade channels is but a miniature branch house in itself. Each new product has its own overhead which must be covered as quickly as possible. For each new product of this type must be built up a clientele as rapidly as possible. Once established in sales volume, its purchases can be picked and chosen just as carefully as the veteran products which in their earlier days experienced exactly the same treatment.

Among the many limitations which find favor with corporations operating branch houses are included those which relate to established customers. One sound rule is that the branch manager is given authority to extend to any customer as much credit as the customer has ever been extended by the enterprise involved, provided there is no outstanding indebtedness and that the amount on any order credited, plus the amount outstanding and not yet due, is not in excess of the highest amount of credit outstanding at any one time and previously paid.

While this sounds complicated, any branch manager will see on the first or second reading that it is in all probability exactly the rule he is following, although it may not have been dignified by a definite written statement. More and more it is customary for either the credit man at headquarters or the branch manager to place a credit limit on each customer. This credit limit is usually placed at the time of the original investigation which resulted in the opening of an account on credit terms. At that time either the credit man or the branch manager, or both, naturally examined into the character, business ability, financial resources and reputation for prompt payment of the risk. Consequently, at that time efficiency insists that a credit limit be set, even though it might well be many times the size of the initial order.

When this system is in effect it becomes unnecessary to do more than check credit limits once established, except by the ledger for amounts outstanding, due or overdue, and the current ratings.

Better Credits Mean More Sales

A hundred thousand dollar campaign to secure distribution for a new hardware specialty would have been completely successful *if the credit policy had been right*. But it wasn't.

A small packer in one of the Western States did a business last year of one and a half million dollars. Based on the experience of one of the large packers this volume could have been increased one quarter last year *if the credit policy had been right*. But it wasn't.

A jobbing house in the East lost nearly one hundred accounts last year to competitors who had nothing to offer in price or service. This jobber would have held this business and added to it *if his credit policy had been right*. But it wasn't.

And still there are those who say that the granting of credit has nothing to do with the securing of orders!

account and collected the other. For in one case it would make \$50.00 net and in the other case it would lose \$50.00 net.

Similarly, the product which showed a net profit of ten per cent would split even on ten sales if it lost entirely on one sale. Consequently, the narrower the margin of profit the greater the care that must be taken in the passing of credit risks.

A most important factor, and one which the branch manager must constantly recognize and which the credit man at the home office must accept, is that of need of distribution. The total overhead which exists from the moment that a branch house is opened, can be covered only by a sufficient volume of sales, as well as by a correct percentage of profit on each single sale. For net profit to the business does not come into being until there is a sufficient amount of gross profit to cover the overhead of the branch house.

Need of distribution is the most commonly overlooked factor in the whole

Can You Sell Yourself and Your Ideas?

—and for how much?



WILLIAM MAXWELL

America's Best Known Sales Manager

What Others Say of Him:

Mr. Maxwell has been over every step of the road that led from canvassing at twenty-one to a goal of affluence, responsibility and power. That is why he is such a good guide.

New York Evening World.

William Maxwell has opened up a new educational method to inculcate in a pleasant and effective fashion the principles that make for success in the various avenues of life.

Vancouver Sun.

Mr. Maxwell's instructions wear an aspect of novelty and originality. It is a great game with rich prizes for those who play it best.

Philadelphia North American.

William Maxwell gives straight talks. There are no useless discussions, only the real meat of selling in a nutshell—the experience tested salesman stuff on approach and greeting, signing up a customer, overcoming indifference and getting the order. Practically any average man can develop and train himself into a good salesman.

Birmingham (Ala.) Age-Herald.

What would you do if you had your life to live over? Mr. Maxwell sets himself to the serious answer of the question, not by the way of idle speculation, but in order that what he has learned by hard experience may be easily available for the youth of today.

New York Evening Post.

It is packed with what is usually termed common sense. Mr. Maxwell does not talk from a pedestal or even from an arm chair. He is friendly and conversational.

Los Angeles Times.

If you can, you are a successful man. If you can not, you are missing much that life has to offer you.

It is the belief of William Maxwell, "America's best known sales manager," that every man ought to get the most that his ideas, his services, or his goods are worth. In other words, he ought to know how to sell himself.

Do You Know How Much You Are Worth?

Mr. Maxwell believes, further, that most men do not know their own strength or their own defects. He has devised, therefore, a copyrighted Self Analysis Chart, designed partly to help you estimate your own ability and partly to help him understand your particular needs and individual problems. It forms the basis for his instruction in the

William Maxwell Orientation System of SCIENTIFIC SALESMANSHIP

This course differs radically from ordinary home study courses in four respects:

- 1—It meets the requirements of each individual student, in that it deals differently with the problems of various types—salesmen seeking to improve their technique, men in other lines of endeavor who wish to become salesmen, experienced sales managers of big corporations, and so on.
- 2—It is based on the principle of knowing how to sell yourself and your ideas.
- 3—It is given by a man who proves by his own phenomenal success in having himself marketed over two hundred million dollars' worth of merchandise, that he knows his business from the ground up.

4—Enrolments in the course are selective. Only those applicants who reveal by their answers to the questions on the chart that they will receive material and practically immediate benefit from the course, will be admitted.

FREE

Both the Self Analysis Chart and Mr. Maxwell's instructive prospectus, "How to Sell Yourself," will come to you, on receipt of this coupon, without charge or obligation. Send for them today—before it is too late.

WILLIAM MAXWELL INSTITUTE
378 Second National Bank Building, Orange, N. J.
Please send me without charge or obligation, your
Booklet, "How to Sell Yourself" for \$25,000.00 a
Year.
Name _____
Address _____

WILLIAM MAXWELL INSTITUTE

What Makes a Good Newspaper?

If there were only one answer there would be only one newspaper in Chicago.

There are six.

Each one is in some measure distinctive, having a particular appeal to the interest of its patrons.

The Evening American is read every week day by more than 1,200,000 people—*over 40% of all the people who read the four Chicago evening newspapers.*

So it *must* be a good newspaper.

CHICAGO EVENING AMERICAN



Library of Swift & Company, Union Stock Yards, Chicago

The Sales Department Library

IV—Books That Will Help the Salesmen

By Edwin H. Shanks

UP to five years ago few salesmen took reading seriously. They regarded salesmanship very largely as a good fellowship proposition. Reading, they thought, was all very well for the man who was studying to be a lawyer, or a doctor, but their work was different.

And you could not blame them very much for holding to this view. Up to 1916 there were no really "brass tack" books published on salesmanship, with the possible exception of Maxwell's and Moody's. Without exception the books then available were visionary to an extreme. The authors delighted in taking a common sense subject and dolling it up with a lot of mystic terms and theories, in an endeavor to put it on a scientific basis.

This bad repute into which books for salesmen had fallen was not helped by the war period, or by the boom times following in the wake of the war. In 1920 it was not necessary to understand the fundamentals of selling at all. All you had to do was to make calls and have something to sell. But when the bubble burst and the slump came a great change of viewpoint came over the men who made up the sales forces of the country. The salesmen found the old stories no longer served to get the name on the dotted line. No matter how "solid" they were with their customers they began to find that, unless they could show the buyer why he ought to buy from him instead of the other fellow, he came

away empty handed. It was no longer a case of being a good fellow, but a case of knowing your business. And the man who knew the most about what he was selling; who could sit down at a buyer's desk and drive home fact upon fact, got the business. Naturally this situation made it imperative that every available book on selling and the product being sold should be utilized to get these all-important facts.

So marked was this revolution in the salesman's viewpoint that more books on selling were sold during the years 1921 and 1922 than in all the years that have gone before. Among the books which were in especially good demand were Norval Hawkin's book: "The Selling Process" and the Dartnell books "Field Tactics for Salesmen" and "How to Sell Quality." Other books that enjoyed good sales were: "Scientific Selling and Advertising," by Arthur Dunn, and "How to Sell More Goods," by H. J. Barrett. In the case of "How to Sell Quality" nearly 20,000 copies were sold within a year, necessitating four printings. While this is not a lot of books, compared with the sales of a best seller like "Main Street" or "If Winter Comes," it should be remembered that in the business book field a total sale of five thousand copies is considered very good. Hawkin's book is already in its sixth edition, although no figures are available on its total sale. Dunn's book has just been republished, with additions, by Harper.

Of the books now in process of publication and which will probably be brought out during the next few months we might mention: "A Handbook of Selling" by S. Roland Hall, to be published by McGraw-Hill and "Closing the Sale" by J. C. Aspley, which Dartnell will bring out early in October.

In addition to these books, which have to do very largely with the technique or practice of selling there are some very excellent inspirational books which are deserving of special mention in this series of articles, and which you can profitably circulate among your salesmen. Foremost of these is "The Go-Getter" which stands head and shoulders above any other inspirational book for salesmen with the possible exception of Elbert Hubbard's "Message to Garcia." "The Go-Getter" is a product of Peter B. Kyne's pen and published by The Cosmopolitan Book Corporation. Another good book of this class is "Acres of Diamonds" by Russell H. Conwell, published by Harper's, and which is valuable for awakening a salesman to the opportunities that are lying unseen at his very door step. One of B. C. Forbes' books that is popular with salesmen is "Men Who Are Making America." For the young man just starting out on his career as a salesman the library should contain William Maxwell's latest book "If I Were Twenty-one" published by Lippincott. Then, of course, there are the old standbys "Imagination in Business" by Lorin F. Deland.

MEMORANDUM

Aug. 20, '22

Mr. Haines, Sales Manager

I've just finished this book and am passing it on to you. Great stuff! Let's keep it in mind in planning next year's advertising campaign.

The Nordhem Company sent me a complimentary copy. -- Maybe they'd send you one for yourself if you'd ask them for it.

JHC/LD

SIGNED 
John Carew
Advertising Manager

OUR usual table of statistics showing Posting costs in the country's 25 most prosperous cities is omitted this month in favor of the announcement of "MY STORY", because we know that this authoritative book will be of immense value to the Sales Manager—whether or not he is considering the use of Posters as a definite factor in his sales plan. The amazing thing about "MY STORY" is that, although it tells you with completeness and clearness everything you need to know to have a working knowledge of Posters, it is as readable and interesting as a lively magazine story.

Many Sales Managers are surprised to find that the Poster is much more than an advertising medium—that it is a merchandising force, a giant window display, a constant demonstrator, an asset in creating distribution. Whether "to Post or not to Post" is a question not only for the advertising department—it concerns the Sales Manager as well.

Gentlemen: Send me a copy of "My Story—Told by a 24 sheet to Post You on Posting." As a present or prospective advertiser, I understand that I am to receive this without payment of the regular publication price of \$1.00

IVAN B. NORD
8 West 40th S

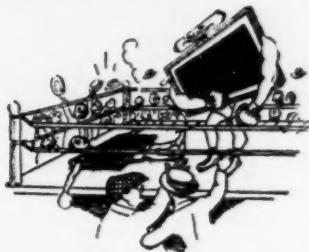
Name _____
Company _____
Address _____



conventions, county fairs, etc.,

If you want to get under the skin of the neighborhood retailer by putting your announcement in herculean size right in front of him,

If you believe that a good little ad isn't good enough to beat a good big ad,



A good little ad isn't good enough to beat a good big ad

If you are managing your sales scientifically and are zoning your mass selling;

[70]

—this is just one page of the 127 in this sprightly and informative autobiography of a 24-Sheet Poster. The price to the public is \$1.00, but there is a complimentary copy ready for every Sales Manager who fills in and returns this coupon. The edition is limited, so early ordering is advised.

ORDHEM COMPANY
40th St., New York City
Position.....

*(Alternate form to be
filled out by non-advertiser)*
Enclosed find \$..... for
which I am to receive.....
copies of "My Story--
Told by a 24-sheet to
Post You on Posting."

*—have
you sent
for your
copy yet?*

We made the most successful industrial motion pictures produced during 1921



"Across the Atlantic on a Giant Liner"

A delightful scenic, for the International Mercantile Marine Company.

"Scientific Protection"

Showing the history and development of the safeguarding of valuables, for the Mosler Safe Company.

"Good Teeth—Good Health"

A lesson in dental hygiene, made for Colgate & Company.

"A Grand Spread"

The story of Spredit, nut margarine, to help solve the sales problems of E. A. Stevenson & Company.

"The Making of Soap"

An educational film for Kirkman & Son.

These fire are merely typical.

Our Industrial Department is equipped to render to the advertising and sales departments of manufacturers, trade and

public welfare associations and public service institutions a complete service, including writing the scenarios, taking the pictures, making the prints, arranging distribution and supplying New Premier Pathéscope projectors.

The New Premier Pathéscope can be used by any of your men, anytime, anywhere. It is *so exquisitely built* that its large, brilliant, flickerless pictures amaze expert critics. It operates on any electric light current, or from a storage battery. Weighs only 23 pounds; can be carried in a small suitcase.

The New Premier Pathéscope uses only "Safety Standard" narrow-width film. The Underwriters' Laboratories, Inc., have set their Approval Seal on every "Safety Standard" film and Pathéscope projector. *They are safe.* No fireproof booth or licensed operator is required.

Ordinary film is dangerous and the use of a fireproof booth, or any projector capable of using inflammable film is a

violation of State, Municipal and Insurance restrictions, no matter by whom else approved.

The New Premier Pathéscope are used with eminent success by the following concerns, most of whom selected the Pathéscope after careful comparison and many after unfortunate experiences with other portable projectors.

*American Mutual Liability Ins. Co.
Association of Ice Cream Supply Men
Babcock & Wilcox Company
Baldwin Locomotive Works
Boston Woven Hose & Rubber Co.
Economist Film Service
General Electric Co.
International Correspondence Schools
Lock Joint Pipe Company
National Biscuit Company
National Cash Register Company
Otis Elevator Company
Plymouth Cordage Company
Robins Conveying Belt Company
Charles A. Schieren Company
Tide Water Oil Company
United Drug Company
and many others.*

We will be glad to explain and demonstrate the Pathéscope Film Service either in your office or at the Pathéscope Salon. Write for booklet "Selling With Motion Pictures."



THE PATHÉSCOPE COMPANY OF AMERICA, INC.

Willard B. Cook, President

Suite 1824 Aeolian Hall, NEW YORK CITY

Agencies in Principal Cities



How We Get Our Men to Pull With Us

The Story of the Cupples "Price Book No. 2"

By A. E. Koeniger

Sales Manager, Cupples and Company, St. Louis, Mo.

It has often been said that the obvious things are usually left to the last. That this is true in most sales departments we all know. There is nothing wildly exciting about this Cupples plan as Mr. Koeniger explained it to the Chicago Sales Manager's Association. You might say it was the obvious thing to do. Perhaps it was—but the point is that it was done. How many obvious things are there which you could do, but that remain on the list of things you intend to do some day?

JUST before the big boom ended the sales executives of our company met in St. Louis to decide what was to be done about the impending situation. We knew that the oversold condition could not continue forever, because consumption was above normal, and prices were inflated. We didn't know when the crash was coming, but we knew that when it came it would be a problem to hold together a force of salesmen. It was evident to all that we could not continue to remunerate our salesmen on a basis that would compare with the big money they were then making, and we must squarely face the time when our salesmen would come to us and say they were going to leave because they were not making enough money.

On the theory that the first step in holding an organization together in a period of adversity is to build up a powerful esprit de corps among its "non-commissioned" executives, as you might term them, we prepared for the impending slump by organizing an inside club of key men. The keynote of this club was loyalty and service. We set aside from our earnings a pro rata of our profits as the financial backing of this club. The thought was that we would pay to the members out of these profits a certain amount of dues for belonging to the club. We had these charter members originate the club on a plan of presenting to any member a pin. In the center of the capital "C" was a scroll, and in the scroll the grading of that individual member in accordance with the work done by the member.

Club Members Share Dividends With Stock Holders

We arranged to have this in five distinct memberships grading from one bar or line on this scroll to five. The five-bar members became managing members of this club and the dues paid was to be \$1.00 per month per bar.

When any employee had been in our employment a year it became the duty of the five-bar members to vote on this party and if found the proper kind of timber for our business, elect him as a one-bar member of this club. We made it possible for everyone, salesmen, factory workers, office workers, from the smallest to the highest employee, to be a member of this club and share the same privileges as to advancement.

When we pay a regular dividend on our common stock we pay a like dividend per bar to the members of this Loyalty and Service Club, and on the last dividend paid I can tell you it took twenty shares of common stock to pay me the same amount of dollars and cents that a five-bar member secured on his membership in the club.

About the same time we had started the manufacture of automobile tires. We had been working on this for some months, playing around, trying to find out what kind of a tire we could make. We brought to St. Louis, as I say, our entire organization and at that time explained in detail to all our salesmen just what we were trying to accomplish by instituting this Loyalty and Service Club, of which naturally all of our salesmen became members.

At one of our meetings at that time, after we had described this club to them verbally, we made a test of its possibilities by submitting to its members a number of tires which we could make in our factory, grading these from the poorest tire in quality and price to the highest tire in price and quality. We found that we could make an automobile tire as low as something like \$2.50 net cost, and that we could also make a tire of the very highest quality at that time at something like \$10 actual cost.

The Salesmen Were Strong for Quality

We explained to the salesmen that we were planning to manufacture tires and that we were going to put the name of our company on the side of the tire, calling them "Cupples Tires," and we left it to a vote of our salesmen as to which tire we should make, calling their attention to the fact that if we made the cheapest tire we would ask a certain set profit above our actual cost, and could give them the cheapest priced tire in America. If we made the highest priced tire we would also add a set profit to our work and they would probably have as high a priced tire as was on the market at that time.

Just to show you that the Loyalty and Service plan secured for us cooperation from the beginning in the right way from our salesmen, we are proud of the record that 93 out of 97 men picked the highest priced tire as the thing we should sell and make. I felt that this was a very good record as a start.

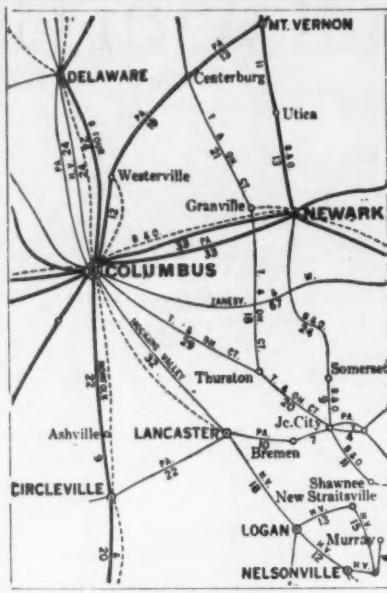
It might be well at this time for me

to ask you to follow me into some of the problems, simply to show you what a job we might have, to take something like 100 salesmen into all the problems and difficulties of running our business, and make them feel that we needed them to cooperate with us, and that they must be posted so that each individual man must make his sales and follow these sales through as well as the sales manager would be able to do the detail work, and at the same time convince our sales managers that they must cooperate with the salesmen and learn to be able to effect the sale as well as put through the detail.

At that time we had only our regular printed book which had practically no illustrations or illustrated matter. You can see from this book that it was rather a problem to master the detail of finding an item, let alone the knowledge of that item, and when you consider that we have something like five thousand items, sizes and grades, etc.; that we manufacture 47% of our own products, and distribute something like 53% for something like one hundred and seventy manufacturers, the task of mastering this line is rather difficult to one who has never made it a study, and who is not by nature a student.

From Auto Tires to Butter Dishes

Please understand that while we are manufacturers we also act as brokers for these other manufacturers. We sell our sales force for a commission. Just imagine for one minute requiring a salesman to go from automobile tires to butter dishes and clothes pins, as an extreme; to leave these items and go into paper and paper bags with its multitude of separate and individual problems; to tear, test, pop test, furnish of paper, grades of ground wood, sulphite and sulphate, to convince a man that as paper is folded in some kind of shape and becomes a paper bag it is still paper; to be able to go into a manufacturing concern and sell them a roll of paper which requires a certain kind of usage; then step around the corner into a coffee roasting place and sell a paper bag as a cheap package, sell this on price only, tell them how much cheaper it is than a carton; in other words to sell this package on price to an expert on advertising, and then right across the street call on a flour mill man and expect this same salesman to be sufficiently trained to sell identically the same bag to this flour miller,



Section of Ohio Map

The Atlas That Makes Selling Easier

BLUM'S COMMERCIAL ATLAS

It shows at a glance—

- new selling possibilities
- all the live towns
- how to travel economically
- where your sales are weak
- how to help your salesmen cover territory intensively

Price, Linen paper, 17x22 in., \$25.00
Junior Edition, 12x14 in. . \$15.00

Wall Map of U. S.

Our wall map shows all towns over 3,000 throughout the entire United States together with railroads and distances. The type styles differentiate between the various size towns. This map is particularly adapted to the use of salesmen, as it gives a bird's eye view of the entire country. The size of this map is 84x60 in.

Pocket Edition of U. S. Map
showing every town from 20,000 up
—20x30 in., 75c—29x37 in., \$1.50.

Pocket Map

Our pocket map is designed for the exclusive use of traveling men and shows the following:

Railroad systems and distances between towns.
It differentiates between main lines and branch lines.
It differentiates by means of type style, between towns of 25,000, 5,000 to 25,000 and less than 5,000.
It gives the latest population of each town together with a key showing the location of the towns.
It gives the leading commercial hotels and hotel rates.
It classifies the towns—whether they are industrial, agricultural, university, suburban or mining towns.
It gives the leading industries of each town in the order of their importance. Price 25c each—at Hotels and Stationers.

Ask for Catalog F

BLUM MAP CO.
3 West 29th Street, New York City

and realize this man is a mechanic and knows nothing of advertising; twist this argument around in such a way as to sell the flour miller the same identical package and explain to him while the price is terribly high the advertising value and quality of the bag is such that it would fit into his purpose.

Just imagine leaving this place and going to a woodenware jobber's place, and selling this man padlocks, or step-ladders, or ironing boards, and right around the corner calling on a notion jobber and explaining to him all the various reasons why a stocking should be made of 170 needles or the difference between mercerized and carded yarn, and—then down the street and to a drug house and tell him why U S P is put on peroxide.

I think just a few of these problems will convince you that we had rather a difficult job even to start on this subject. We started in by incorporating into our business what we call "Price Book No. 2," which our intention was to make a complete history of the items which we were especially interested in selling.

We started this book, however, by incorporating first pages on plain business detail. Our first page was an explanation as to how we expected our salesmen to conduct themselves when they came to St. Louis.

Salesmen Were Drilled on Letter Writing

In explanation of this it might be well to say that we formerly were troubled with our men coming into the office at St. Louis, sitting down at the general manager's desk and after consulting with him an hour or so, think they had accomplished their aims; that the general manager had told them everything that was to be known, and that there was no use in going down the line and talking to the various sales managers, with the consequence that they failed to get the most from their trip.

We put into this first page a regular program as to what a man should do when he visited the St. Louis office.

The next few pages were devoted to simply jumping down salesmen's throats with a world of information as to how to effect collections, how to write letters, how to adjust claims, what to put into a letter and what not to put into a letter. We got away with this pretty well and nobody raised a howl, and we saw an immediate improvement in the correspondence.

We followed this a short time afterwards with pages on letter writing, and we started from the beginning of our company, explaining to the men that a great many years ago when Mr. Samuel Cupples first started into business he went into this line all by himself, and we explained to them with what enthusiasm Mr. Cupples must have written long hand as he did the first letters that went out from our company to the trade; with what earnestness and carefulness he must have written these letters, to have laid the foundation for our gigantic business, and we ask our men to always bear in mind in writing a letter how they would feel if Mr. Cupples, if he were

alive, were to ask them to write a letter for him and bring it to him for his approval; with what care and exactness they would edit this letter, if it were to pass the censorship of Mr. Cupples, and we ask them that every letter written on the letterheads of our company be as carefully edited as were the first ones by the pioneer of our industry.

We then went into details on letters, and explained to them that a great many terms used nowadays were superfluous; there was no necessity for saying, "Beg to state," not even to say state, but just say it. Don't say, "Beg to say," but say it. To eliminate the words "kindly," "kindly please," "good," "splendidly good," or to say "valued order," "esteemed order," "great," "elegant," "swell," "do it now," "cheap," "bargain," "begging your indulgence," "to date," "your communication at hand;" but we asked them to use short, common phrases, to use, for example, the words "begin" for "command," to "buy" instead of "purchase," "to give" instead of "donate," "start" instead of "inaugurate," etc.

We then started in on the ideas of definition of terms used in business, such as "less freight," "F. O. B.," "L. C. L.," and we told them what the difference was between "less freight allowed" and "less freight;" the difference between "F. O. B." and delivered; the difference between "L. C. L." and "C. L."

Getting Acquainted With Competition

We went into considerable detail on hosiery, telling them what carded yarn was, and mercerized yarn; what was a fashioned hose, and unfashioned hose, what was meant by looping, what was the needly and gauge, what was meant by boarding, what was a split foot, what was a maco foot, what constituted an extension toe, the difference between a double top, French top, a sewed top, or a reinforced garter top. In fact we had our factory connection write up for us full description and terms so our salesmen would, by studying, be able to differentiate these terms and talk as if they had made an extensive study of this particular line. We further incorporated into this book as much as we possibly could our competition, just what they made, and who they were. We did not try to tell our salesmen the price part of it, but we did try to explain to them the competitive part of it, so far as quality, grades, sizes, etc., were concerned.

One of the things that brought this out was an incident that happened to me back about that time. I was coming west from New York and met on the train an oil man, and because he looked like the right kind of fellow I made it a point to become acquainted with him. I didn't have any better sense than to talk to him about business, and draw him out as to what he was doing, etc.

He said that he had been for a number of years working for an Oil Company in the New England States, and about five months previously he had been transferred to Illinois territory, and had been working there about five months. I asked him how he was doing. He said "I am getting along all right now, but I had a hard time of it at first." I said "Is that

so? Why?" He said, "Well you know in the New England states my commissions used to average about \$1000.00 a month. The Company told me when they moved me to Illinois that was the best oil territory in the world, and yet the first month in my new territory only netted me \$132.00 and it cost me \$190.00 to travel.

"I have been out now five months and have gotten my commission up to \$900.00 a month." I said "Well that is funny. Did it take you that long to get acquainted with your customers?" He said "Why no, it never takes a salesman that long to get acquainted with customers. It took that long to get acquainted with my competition, and it is going to take me another year to find out what I am up against."

I thought this over and it seemed to me there was a whole lot to this statement; If it took him all these years to learn the oil business and then it takes 1½ years to learn competition. You can see, taking a leaf out of this gentleman's book, we figured that it was some job, gentlemen, and it was strictly the sales manager's job to teach the salesmen his lines from a competitive standpoint.

We are trying in our business to deal with facts and facts alone, so far as competition is concerned. After we have tried with all of our might to teach our men their line and have gone to the trouble of doing this—and by the way it costs something like \$25000.00 per year to keep up these various statistics, and that sounds I guess like a lot of money, but if you saw the changes being printed every day, our price book department being almost an office by itself, you would understand that we do spend a lot of money to teach our salesmen how to sell, and how to keep themselves up to the mark—then you will understand that we have taken on for ourselves a big job, but we have a larger job than that.

We found some of our salesmen who could not visualize the details of office work. It was almost impossible from printed instructions to get them to do the things we wanted them to do, and therein lies the sales manager's greatest problem, so we started to put out various stories of how this would be done.

I am a firm believer in the law of average. I believe that as we sow, so shall we reap. I believe if a salesman is true to himself, if he lives his life so he will be a credit to himself he will succeed, and I am a firm believer that a sales manager must have a regular set of ideals, and if he expects his own men to live up to these ideals he must sow his seeds in such a way that they will reap for him a harvest of good salesmen.

I believe that every piece of merchandise has a place somewhere, and that it is a sales manager's place, and not the salesman's to find its market. I believe firmly in my house, in my line, in my salesmen, and in my customers, and when things go wrong and business depressions hit us, and I am prone to criticise, I have learned in the last few months to shut my mouth, because experience has taught me that 99 times out of 100, when things go wrong, I am at fault, because I am the leader.

Forward-Looking Sales Managers Make This Mammoth Plant Their Chicago Warehouse



Here they store stocks for immediate deliveries to their Chicago customers or for reshipments to their Mid-Western clientele.

Their Chicago Sales Representatives spend their time in selling, not in distribution detail. The Largest Public Warehousing Unit West of the Atlantic Seaboard is their warehouse and shipping rooms, and does the distributing job at far less cost and with much more efficiency than they could do it themselves.

Meet the keen competition in this market with assurance. You, too, can save Time, Money and Worry, as well as enjoy more sales and a bigger margin of profit by using Chicago's Big Downtown Warehouse in simplifying your distribution problems in the Middle West.

Let us know your particular need. Write us now; we know how. Considerate—Efficient—Economical—Reliable.

Western Warehousing Company

Polk Street Terminal : Pennsylvania System : Chicago

Harrison 6350

Wilson V. Little, Supt.

The Woodstock Typewriter

Have a letter written on any of the standard makes of typewriters.

Then have the same letter written on a Woodstock.

Ask any competent critic to pick out the neatest letter.

The reason is built in the machine.

(Ask for demonstration.)

Woodstock Typewriter Co.

33 North Dearborn Street
Chicago, U. S. A.



What Do Sales

Addressing Machines They cannot be sold unless the marketing plan calls for direct mail work. SALES MANAGEMENT readers prepare and operate the marketing plans and they also have supervision over all direct mail work.

Advertising Agencies The man in charge of marketing activities is the man who has the authority to start an advertising campaign and to choose an advertising agent. Eight-tenths of SALES MANAGEMENT readers have the rank of sales manager or better.

Advertising Specialties Calendars, blotters, rulers, paper weights, etc., are sales makers if they are used right. It is the sales manager who is most interested in getting and holding the good-will of his customers and he is therefore your best prospect. Our readers have the authority to buy these things if you can interest them. SALES MANAGEMENT will bring you direct orders and greatly increase the effectiveness of your salesmen.

Artists In large sales organizations where there is a real advertising department, the sales manager usually has considerable measure of control over advertising activities and O. K.'s bills for art work. In thousands of smaller organizations where there is no advertising department, the sales manager is forced to order art work direct and, as he usually knows very little about the technique of advertising, he would welcome the assistance of an art organization that would take the burden of planning off his shoulders.

Automobiles SALES MANAGEMENT readers are largely confined to organizations that sell nationally through salesmen. A very large percentage of these companies own and operate salesmen's automobiles. Thousands of cars could be sold to our readers by any automobile manufacturer who could give convincing facts that the cars are economical to operate and a good investment for the company.

Binders SALES MANAGEMENT readers employ upwards of 250,000 salesmen, most of whom carry portfolios, catalogs, and price books.

Books—Business The sales manager is interested not only in information about his own particular work but he is training himself for the job of general manager or president and is interested in any kind of book that will help him get ahead. He also buys and recommends books for salesmen, and influences the purchase of books by the company library.

Business Services Men who prepare and operate marketing plans want to be kept informed about national and foreign business conditions, political features that affect business. They also use the services of clipping bureaus, sales counsellors, and those who prepare digests of business articles.

Class Magazines The progressive sales manager takes not only the obvious roads to bigger sales but is on the lookout for the chance to shoot directly at distinct classes of people instead of firing his sales ammunition broadcast. Publishers of magazines that reach boys, women, sportsmen, or any other distinct class have a big story for our readers.

Containers The salability of any article is determined largely by the way it looks. The sales manager is interested in containers such as boxes, envelopes, cans and bottles because he knows that the right container will increase the sale of his product and he is the man who is responsible for sales.

Commercial Photographers Sales managers buy photographs for their salesmen to use in influencing the distributors, for use in advertising, and for their house publications.

Counsellors There is need in both large and small sales organizations for advertising, sales, patent and trade-mark specialists who can give unbiased and expert advice.

Correspondence Schools The sales manager buys many courses for his own use and to a large extent controls the buying of such courses by his inside assistants and his outside salesmen. They come to him for advice. If he knows about the course and recommends it they buy it. One of the most damning things that he can say is "I don't know anything about this course."

Dealer Helps They are logically a part of the selling plan which the SALES MANAGEMENT reader prepares and operates. He either initiates them or they come to him for O. K. Once ordered and delivered, a repeat order depends largely on whether the sales manager and branch managers are properly "sold" and pass their enthusiasm along to dealers. Insure repeat business by cultivating their good-will, by making your name stand for *resultful* display helps.

Direct-Mail Specialists (Printing and Service)—Every progressive manufacturer is becoming alive to the great possibilities of the mail for educating distributors, building good-will, and getting direct orders. SALES MANAGEMENT offers a 100% field in that every reader has a big selling problem, and he is the one who has the authority to buy the remedy.

Displays, Outdoor SALES MANAGEMENT readers prepare the selling plans for their companies. They decide where they will sell, what sales and advertising efforts are necessary, and how much will be spent. With some it is a question of using outdoor displays as compared with some other kind of advertising. Many more outdoor advertisers could be brought into the field if sales managers were sold on the market: with others who have decided on an outdoor campaign, it's a question of *your* service or another's. In either case our readers have the final "say."

Duplicating Devices The man in charge of sales can use them in sending out materials to his salesmen, letters and circulars to his retailers and jobbers, interior memos and announcements. But they need to be "shown." Is it cheaper than printing—better—quicker? In other words sell them on the uses, and they will buy, for they have the authority.

Engravers SALES MANAGEMENT readers are big buyers of photo engraving—both directly, and indirectly, as they are responsible for all phases of sales activity. Many of them are in small cities without engraving plants. Any account you open with a SALES MANAGEMENT reader is likely to become a big one.

Export Representatives If you want to take over the foreign sales of leading American manufacturers, tell the marketing heads about your service. SALES MANAGEMENT is the medium.

Farm Papers Marketing heads would do more farm paper advertising if they were convinced of the opportunities of the farm field. Is the farmer a good prospect—now? Can the sales manager increase his sales—at a profit—by working the farm districts with advertising help? Sell him on the idea and it's easy to sell your medium.

Filing Devices Will your filing system help to increase sales or decrease selling costs? Then tell the sales manager. He is usually the best salesman in an organization, and will go a long way towards selling your product to the other departments.

Films Industrial and Educational. Why do manufacturers buy films? To make more sales—now and in the future. The man in charge of sales is the logical man for you. He buys films—and he is the one who uses them after they are bought.

General Magazines The SALES MANAGEMENT reader is the marketing head. He approves any schedules submitted by his agent or advertising manager. He can throw a magazine off the list or put another one on. He has charge of the salesmen who merchandise the

"Sales Management" is the Only Magazine

Chicago

THE DARTNELL CORPORATION

New York

Managers Buy?

advertising. Tentative schedules are often put to a vote at sales conventions. You should be represented—by having your story in the one magazine edited for sales managers.

Hotels The sales manager is the largest single purchaser of hotel space. He functions (1) as a director of large bodies of salesmen, laying out their routes and footing their bills; (2) as the directing head of sales conventions and banquets; (3) individually as a frequent traveler.

Insurance The SALES MANAGEMENT reader buys or approves insurance of many kinds for his company; salesmen's automobile liability, theft and fire; mail insurance; employer's liability and workmen's compensation; as an individual he is a purchaser of life, fire, automobile and other forms of insurance.

Leather Goods and Trunks The sales manager buys bags, portfolios, carrying cases and trunks for his entire sales force. He also gives personal bags and suitcases to his men as presents and as contest prizes.

Lithographers The SALES MANAGEMENT reader is on a constant hunt for new selling ideas. It's hard to interest him in lithographic service on a purely *price* basis, but if you have an idea to help his business he'll quickly respond with an order.

Mailing Lists Sales managers are the largest purchasers, and are always on the lookout for new lists. Keep your name before them so that when they think of a mailing they think of you.

Maps Every sales manager must have a battery of maps, large and small; he also buys sectional maps for his branch managers, and state, county, and city maps for his salesmen.

Map and Tack Supplies Sales managers find that they must *visualize* sales possibilities and results.

Newspapers The sales manager first plans a sales campaign in certain districts. (Newspaper publishers can get more campaigns in their cities by keeping the sales managers informed about market possibilities.) Then he decides on the advertising—very frequently with the assistance of his branch managers. He considers newspapers from the several standpoints of circulation, reader interest, dealer interest, rate, co-operation extended by publisher, etc. He is usually *for* newspaper advertising because of the opportunity it gives for intensive "clean-ups" in the districts where sales possibilities are greatest.

Office Equipment Eight-tenths of SALES MANAGEMENT readers have the rank of sales manager or better. At board meetings and conferences they sit at or near the head of the table. In addition to equipment for their own department, their opinion is quite likely to sway an order for the entire office and factory.

Paper Manufacturers The preparation and ordering of catalogs, circulars, broadsides, letters, etc., are important parts of the general sales program, for which SALES MANAGEMENT readers are responsible. They are looking for results, and if your paper will help they will specify it. Take letterheads, for example. The purchasing agent and the treasurer want to hold down expenses; they may think an inferior, cheap paper is sufficient. The sales manager realizes that impressions count, and if you approach him properly will hold out for quality paper.

Pens and Pencils SALES MANAGEMENT readers are executives of very progressive sales organizations—the most likely prospects for fountain pen and pencil manufacturers who would like to equip the entire organization with their product. Sales managers are also on the lookout for products to be used as prizes in sales contests and for his salesmen to give to dealer's clerks. Every salesman would like another or better pen or pencil.

Photographers, Commercial Our readers buy photographs to use in place of actual samples of the goods, pictures of dealer window displays for use in sales portfolios, plan pictures, reproductions for sales promotion work, etc.

Printers Progressive printers have found that in order to hold business it is necessary to establish a good contact with the *head* of the sales organization. Then their quality and service can hold their own against cut prices made by cheap printers. SALES MANAGEMENT readers are big buyers of *large-run* catalogs, booklets, house-organs, letterheads, circulars, etc.

Representatives Special Newspaper. The sales manager is always interested in where to get more sales. The special representative can render a real service by maintaining a contact with sales managers and furnishing them with information about business conditions in your territories. "Sell your market first."

Reproductions Reproductions by straight photography, photo offset, photostat, photo engraving, rotogravure, blue print, etc., are used by SALES MANAGEMENT readers in large quantities. Testimonials, advertisements, charts, maps—are a few of the things that sales managers have reproduced for their salesmen, jobbers and retailers.

Rotogravure Sales departments prepare advertisements, catalogs, dealer displays, broadsides, etc., where pictures are used. Many do not know the advantages claimed for the gravure process—many do not know where they can get the work done.

Sales Managers If you have an opening for a sales manager or other marketing executive, your announcement should appear in SALES MANAGEMENT—providing it is a really BIG opening. Remember that our readers are Izzers—not Wazzers or Sometimers.

Services, Personal There are one or more SALES MANAGEMENT subscriptions in most of the national selling organizations, and in these companies there are many openings. Your story will reach the top man.

Specialties, Advertising "Good-will Builders" such as blotters, cards, desk and wall calendars, bill folds, paper weights, etc., are used to some degree in nearly all national sales organizations. But the woods are full of advertising-specialty salesmen.

Tires Several hundred thousand automobiles are operated by national selling organizations. Sales managers are therefore wholesale buyers of tires. They have found from experience that not all advertised tires will stand up under the gruelling use that salesmen give them on country roads. Will yours?

Trade-Mark Attorneys The marketing head has the responsibility for protecting the company's trade names and designs at home and in foreign countries, but he needs the help of a specialist who will attend to all the practical details.

Typewriters The man in charge of sales has a sizable department in the office; he casts a big vote at meetings of the general board when questions of standardizing typewriter equipment are raised; he wants his salesmen to send in legible letters and reports, and could be induced to urge his salesmen to use a Portable. In fact many sales managers give typewriters as presents and prizes to their men.

Want Ads For a product or service used by marketing heads and national selling organizations, SALES MANAGEMENT presents an ideal *market place*.

Warehouses Sales managers want quick and convenient distribution of their product at minimum cost. For thousands of merchandise items warehouses can function more efficiently than direct branch offices. We are now in a period when every one is interested in *cutting the cost of distribution*. Warehouse men have a big story to tell.

Published Exclusively for Sales Managers

Circulation, September Issue, 10,000 Copies—\$75 a Page

A Short Cut to Dealer "Push" Among Oklahoma Merchants

JUST two steps are required to get progressive Oklahoma merchants to put every ounce of "pep" and "punch" behind the sale of your product. First, advertise your product. Second, merchandise your advertising.

Both steps become one when you go after Oklahoma business through the pages of the Daily Oklahoman and the Oklahoma City Times, respectively the foremost morning and evening papers of the state.

Dealers are aware that not only do these newspapers saturate the metropolitan district, but in addition have great coverage among the influential business professional and agricultural element within a radius of seventy-five miles.

Merchants have observed that almost without exception, where the product is right and the sales plan logical, products advertised in the Daily Oklahoman and the Oklahoma City Times are the biggest sellers in their classes.

Advertising in these two papers is therefore half sold to the merchant when it appears. Add to this the merchandising co-operation which a trained force of experts is ready to offer the advertiser and you have the reason why advertising in the Daily Oklahoman and the Oklahoma City Times is the logical and most economical way to concentrate the selling effort of Oklahoma retailers upon your product.

Introductions, Routings Surveys to Assist You

The Development Department of the Oklahoman and Times is prepared to give you definite assistance.

Our "Dealer Introduction" plan, furnished to advertisers who want to cultivate the market intensively enough to give us noncancelable contracts, saves time and greatly increases the sales volume over ordinary methods. We'll gladly submit an analysis of this plan on request, as well as information to back up our argument.

Although intended primarily for advertisers we will gladly offer your men our routing lists which reduce to a minimum the time required to cover Oklahoma City grocers, druggists, tobacconists and confectioners.

If you want to know more about the Oklahoma market for your individual product, we will furnish it. A number of exhaustive surveys have just been completed. If your product is not among them we will undertake to study the field for you.

Members

A. B. C.

More than 110,000 daily

THE OKLAHOMAN & TIMES

MORNING, EVENING AND SUNDAY

Oklahoman Bldg.

Oklahoma City

Representatives: E. KATZ, Special Advertising Agency

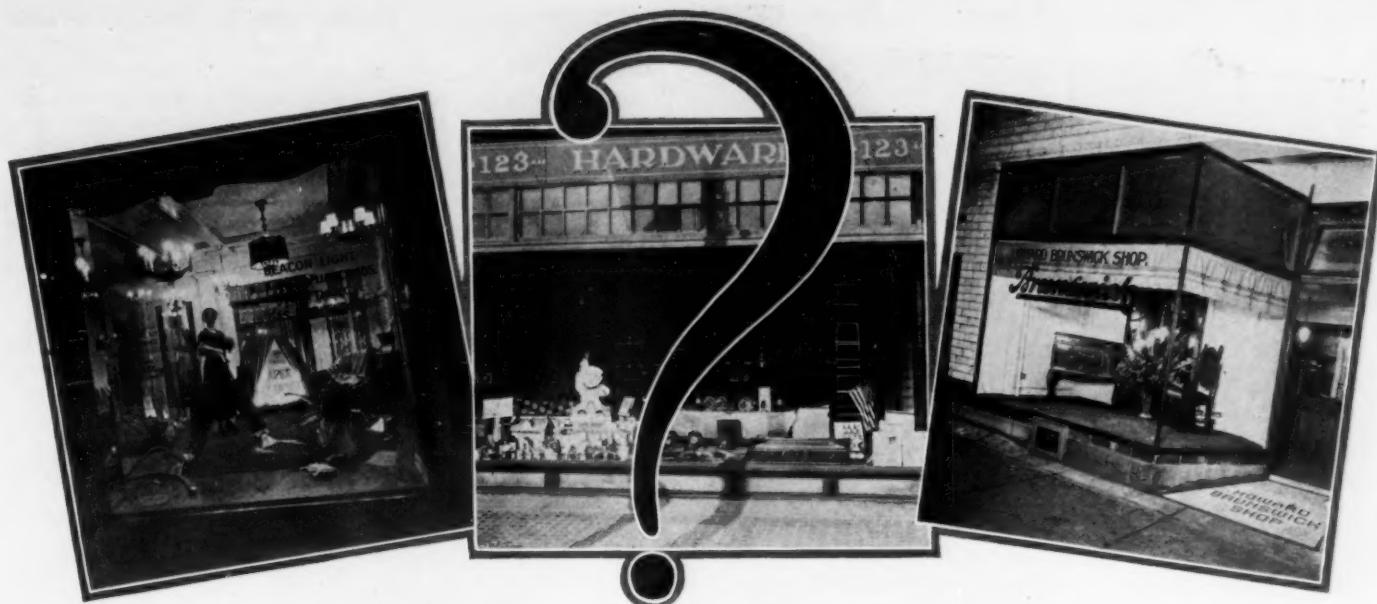
NEW YORK

CHICAGO

KANSAS CITY

ATLANTA

SAN FRANCISCO



Who Will Hold the Radio Business?

When the Present Ups and Downs of Our Baby Industry Settle Down, Who Will Hold the Stage as Official Distributors?

RADIO is just in its infancy, and the coming fall and winter will see a feverish demand.

"The radio bubble has burst. Thousands of dealers all over the country are stuck with large quantities of unsalable equipment."

"The average dealer looks upon radio as a mere crowd pulling device, not as a permanent profit making line."

"In my opinion no other line has such wonderful opportunities both for established dealers in many lines, or for exclusive stores, selling nothing but radio supplies."

The above paragraphs are quotations from interviews with big men in several lines of business who have been investigating the possibilities of radio from a merchandising standpoint. They may be accepted as typical of the contradictory reports that are going the rounds in merchandising and business circles. No two people seem to have the same opinion. One man claims that radio has seen its best days, while others feel that it has just started.

Are Present Channels Sufficient?

What is the future of the radio, and what stores will emerge from the present chaos and become the permanent distribution channels for radio? Will an entirely new type of wholesaler and retailer be made to order to fit radio merchandising problems, or will some of the established channels, such as hardware, musical, or electrical stores suffice to distribute radio equipment to the consuming public? Opinion on this score is just as widely divergent as on the future development, but from the mass of contradictory evidence we have tried to sift the opinions of those best able to know.

An executive in one of the largest and oldest radio manufacturing concerns tells me that right now there are over 2000 patents pending on radio equipment. More than that, he says, a large portion of the equipment now being thrown on the market constitutes infringements on the patents of other manufacturers. Developments and improvements are coming thick and fast and equipment that is the acme of perfection according to present standards may be obsolete in six months. In the opinion of the leading men in the industry, anyone who buys radio equipment had better be sure that it comes from a manufacturer financially able and willing to stand back of his product, for the mushroom concerns, established overnight, are fast disappearing as factors in production.

A Department Store's Experience

Despite the lesson learned from overstocking just after the war it is known that hundreds of buyers lost their heads when the radio craze caught the public fancy last spring. One department store had silk, shoe, millinery, and clothing buyers combing the markets in New York for radio material. They bought everything in sight, with no knowledge of the makers or quality of the various parts or sets they bought. This store recently gave out a statement that they had lost a large sum on radio, and that as far as business was concerned their much advertised radio department, might as well be at the bottom of Lake Michigan.

Another store that is ordinarily known for its conservatism let the radio boom get well under way before its buyers took notice. Consequently they got in late. Despite much advertising, it is said that their radio department did not make a single sale during its first week of ex-

istence. It is now a thing of the past in this store.

Despite these discouraging reports it is a fact that much material is being sold, and that new receiving sets are being installed by the thousand. Many of the manufacturing profiteers and fly-by-nights have been eliminated, and the business is perhaps now settling down to real married life, and beginning to take itself seriously, cautiously wading out of the slump that followed the boom.

But there is still much in the way of merchandising irregularities to be ironed out. One manufacturer who was interviewed proudly proclaimed that he would sell to anyone who had the price. Another who is making amplifiers admitted that they were making no effort to establish real channels of distribution, and said that they had no scruples about selling the retailer at the same price quoted big wholesalers.

Four Classes of Distributors

But the bigger companies, who were in business before the hectic times of last spring are protecting the jobbing and wholesale trade, and establishing dealer service departments to teach the retailers how to dispose of radio material wisely.

"We see no reason to change our present plan," said an official of one of the oldest and most widely known radio companies. "We look upon four classes of wholesalers as our chief distributors; they are the wholesale hardware, electrical and musical jobbers, in addition to a few well established exclusive radio jobbing concerns."

He would make no statements as to which line would probably become the largest distributors, but seemed to favor



Picturized Records Save Money

and increase profits for New York firm

"WHAT do the records show?"—was a question that confronted the R. H. Macy Co., New York. Conditions necessitated certain definite information regarding employees and their activities,—their sales records, etc. Other information was needed for Income Tax Reports, etc. Many facts were necessary, but the process of compilation was slow, laborious and costly.

RAND Visible Record Systems

were installed and the results realized proved their supremacy. Specially designed forms and a clever code of color signals completely picturized the record of each employee. Briefly, Rand Visible Record Systems have given them—

- 1—a graphic analysis of business records.
- 2—a simple and easy classification of facts.
- 3—a speedy method of making entries.
- 4—easy access without removal of records.
- 5—accuracy, by overcoming possibility of misfiling.
- 6—instant reference to data through visibility.
- 7—flexibility, because alphabetical or numerical arrangement is made easy.
- 8—security, because important records are loose-leaf bound.
- 9—adaptability, because capable of accommodating records of all sizes.

Visualize and Picturize Your Records

Know the status of your business records at a glance. Don't waste hours searching for data when Rand Visible Record Systems, plus the use of Rand Colored Signals, will give a complete and accurate picture of current conditions at a glance.

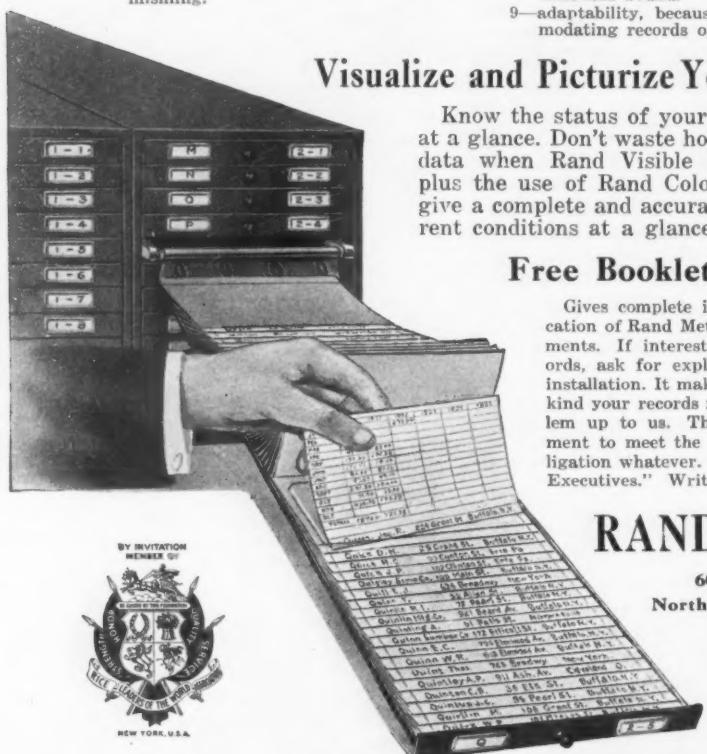
Free Booklet Tells How

Gives complete information on application of Rand Methods to your requirements. If interested in Personnel Records, ask for explanation of the Macy installation. It makes no difference what kind your records may be, put the problem up to us. There's a Rand Equipment to meet the requirement. No obligation whatever. Ask for "Booklet for Executives." Write today.

RAND CO., Inc.

609 Rand Bldg.
North Tonawanda, N. Y.

Originators and
World's Largest
Manufacturers of
Visible Index
Equipment.



RAND Visible of Control Business Records

the electrical houses, because he said they were best prepared to give service.

In the opinion of this executive the radio business will not develop a channel of distribution for its own exclusive use, although there are at present a few very successful exclusive radio wholesalers. In Chicago two of the largest of the wholesalers are at present said to be doing an enormous volume of business, although one of them has started in the business only within the past few months, and has heretofore confined its business to musical merchandise entirely. The addition of this house to the radio field is naturally expected to have a stabilizing effect upon the trade in the territory it covers. An automotive equipment jobber in Chicago has made quite a success as a radio distributor and, it is said, expects to expand this department into a very profitable one.

As far as the musical and phonograph stores are concerned it is hardly thought that they will be a real factor in radio merchandising.

In the first place the phonograph manufacturers are vigorously opposed to their retail distributors taking on radio equipment. They point out that soon a dealer's interests and capital will be so divided that he will have no time to sell phonographs and records if he devotes enough time and thought to the radio business to make it pay.

A well informed electrical distributor said that in his opinion the electrical field already had such great merchandising opportunities that the electrical dealers would be foolish to leave their present green fields to take up radio equipment, although he admitted that many electrical dealers were making a success of radio equipment on a small scale. His opinion is that the electrical store had best confine itself to the sale of household equipment, for, as he said, this field requires all the sale promotion efforts, thought and finance that any one dealer is prepared to give to any line.

The scarcity of salesmen who understand radio, has proven a big handicap to the retail trade, and for that reason the larger companies are establishing retail service departments, designed to help train the retail salesmen, so that when selling they will not sell the customer the parts of three or four different sets, or a set that is entirely unsuited to the customer's uses. The best retail salesmen that one concern has been able to develop are the former commercial ship operators who have had charge of the wireless stations on board passenger ships. These men are thoroughly trained in wireless matters, and are accustomed to meeting and handling the public. They know enough about technical matters not to confuse the prospective radio fans with a lot of technical talk that means little to the buyer, and serves only to distract him.

It is almost too early in the game to try and forecast who will command the major portion of the retail business on radio equipment. But it is certain it will be the stores that develop real service departments who can counsel with, and encourage the budding radio fans, and see that they get the right start.



We Represent These Warehouses:

Each is modern, fully equipped, capably managed. Each is at the strategic center of a rich, distinct distributive area. Together they supply a complete national distributive system. Used in groups or singly, they form the best possible backing for a sales and advertising campaign.

BIRMINGHAM
Harris Transfer & Warehouse Co.
CHICAGO
Currier-Lee Warehouse Co.
CLEVELAND
Ninth Street Terminal Warehouse Co.
DENVER
The Weicker Transfer & Storage Co.
DETROIT
Merchants Warehouse Co.
EL PASO
International Warehouse Co.
FORT WORTH
Binyon-O'Keefe Fireproof Storage Co.
HOUSTON
Binyon-O'Keefe Fireproof Storage Co.
KANSAS CITY
Central Storage Co.
LOS ANGELES
Union Terminal Warehouse Co.
LOUISVILLE
Louisville Public Warehouse Co.
OMAHA
Gordon Fireproof Warehouse & Van Co.
PHILADELPHIA
Terminal Warehouse & Transfer Co.
PORTLAND
Oregon Transfer Co.
SAN FRANCISCO
San Francisco Warehouse Co.
ST. LOUIS
S. N. Long Warehouse
ST. PAUL
Central Warehouse Co.

Why Is A Gasometer?

A CURIOUS question? Not at all. A gasometer is a warehouse for gas. Did you ever consider it in that light?

It provides a nearby, plentiful supply, always ready. The laborer's wife cooking the frugal soupbone, and the manufacturer treating tons of steel daily draw upon it, paying in proportion to their use.

So with a merchandise warehouse. The small storekeeper, and the millionaire wholesaler withdraw your goods in quantities suited to their needs, when the need arises. The charge is equal for both, in proportion to the service rendered.

It is this ability to handle the small shipment and the large shipment with equal economy that makes a modern warehouse essential to effectual distribution. Orders that you couldn't handle otherwise but at a loss may be filled from one of our associate houses at a good profit.

We shall be only too happy to explain the means of doing so. A request for this information, dictated now, is sure to bring valuable information, and places you under no obligation.

Distribution Service, Inc.

123 West Madison Street
Chicago, Ill.



EDITORIAL

The Menace of the High Cost of Getting Orders

now sell from door-to-door. Hardly a week goes by but what some manufacturer writes to us about door-to-door selling costs. A well-known tie concern is about to put out a line through door-to-door agents. A hosiery manufacturer in New England has just cut out selling through dealers. New brush companies, attracted by the success of Fuller, spring up like mushrooms over night. It's harvest time for the door-to-door salesman.

It is all very well to say that this is a result of conditions—the endeavor of frantic manufacturers to hold their organizations together. That may be the reason. But it is not the reason which concerns us so much as it is the unsound economic conditions reflected by the reason. When the cost of selling through established avenues of distribution rises to a point which permits of costly door-to-door selling it is high time that we begin to ask questions.

This magazine has been drumming away now for over a year on the importance of getting selling costs down. During the last fifty years the cost of production has been steadily reduced, and the cost of distribution has just as steadily increased. What we save through manufacturing efficiency, we squander through marketing inefficiency. Unless steps are taken, and taken soon, to stop these soaring costs other means of distribution must be found.

The greatest waste in present distributing methods is the policy of so many concerns to steal business away from each other. Salesmen are encouraged to get a dealer who is doing very well with one line, to throw it out and put in another line. A hardware dealer in Wisconsin told us that no less than twenty salesmen had called on him over a period of two months in an endeavor to get him to give up his Sherwin-Williams agency. Putting the cost of this work at five dollars a call, this selling effort cost somebody one hundred dollars. It was one hundred dollars that had to be absorbed into sales cost, and in turn hitched onto the retail selling price. That hundred dollars, and thousands upon thousands of similar hundred of dollars, could be saved if salesmen were encouraged to center their efforts on creating new business instead of undoing some other salesman's work.

We are not so childish as to suppose that bitter rivals will suddenly stop gunning for each other and bask in the sunshine of brotherly love. When there isn't enough business to go around, and there are big payrolls to be met, we don't care much what

A recent issue of a popular magazine carried three advertisements of concerns who used to sell through dealers, but who

happens to the other fellow, so long as we keep out of the sheriff's clutches. It will always be that way. But in every business, everywhere, there is too much emphasis being placed on undoing the work of competitors. This is a wrong attitude, and one which if not corrected will prove to be the undoing of our present system of distribution. Instead of tearing down, let's build. It is within every sales manager's power to do so, and he is a traitor to himself if he doesn't.

The American Born Salesman Is Hard To Beat

As might be expected the views of the author of "Why I Favor Irishmen for Salesmen" were not allowed to go unchallenged. One or two of the letters were almost violent—in fact one would suspect that they were written by sales managers of a rather Orange cast. Others conceded many virtues to the Irishman in sales work, but could not agree wholly with Mr. Demling's views. No less an authority on the subject than John G. Jones, director of sales for The Alexander Hamilton Institute writes: "My experience has been that there is perhaps too little seriousness of purpose among salesmen of the Irish type. I am convinced that the careful picking of American born salesmen will really solve the problem of most sales managers. I don't know what it is unless it is a mixture of blood in the average American's veins. But all things being equal, it is safe to say that a man can depend upon an organization of American raised salesmen to continue turning in the business. The real American combines the staying qualities of the Englishman with the happy attitude and approach of the Irishman, making a combination that is very hard to beat. If I were voting on the question of who makes the best specialty salesman I would unqualifiedly cast my ballot for the trained American salesman."

Mr. Jones' experience is interesting because he has not always held this view, and therefore he is not letting a personal fondness of America and the Americans prejudice him one way or the other. Eight years ago the writer discussed with Mr. Jones in New York the factors that make for success in salesmanship, in connection with a series of articles for a well known weekly. At that time Mr. Jones leaned toward the Englishman. The Briton's ability to see the thing through and to stand up under the most trying discouragements appealed to him at that time very much. "Nothing has changed my opinion of the properly trained Englishman since that time," writes Mr. Jones, "and the modification of my ideas has come about by noting the fact that

COMMENT



while the English salesman is tireless and the least affected by conditions, he does not prove to be the volume producer that one would expect. For steady plugging and fair, average production, I still think he is hard to beat."

Mr. Jones' partiality for the well trained American checks with the quota records of most of the leading specialty concerns, not only in this country but in England and Canada as well. Of course, there are exceptions, particularly where the product is sold in territories inhabited by people of a salesman's nationality, but when it comes to selling Main Street you can't beat the go-getting American.

—o—

Will "Seal of Portentia" Turn Out to be Another "Rice Leaders of the World" Affair? Another attempt to establish a means for identifying quality products is being

made in New York. It is known as the Seal of Portentia, and the right to use the seal is only conferred on manufacturers who have passed certain tests and posted bonds with the trustees. The manufacturer sets up certain standards of manufacture. If these standards are acceptable to the Council, he then is required to post a \$5,000 bond. In the event of a consumer proving that the manufacturer has departed from the standards the \$5,000 is forfeited to the complainant.

On its face the scheme has much to commend it. The posting of the bonds makes the guarantee of the maker more effective; the standing of the men who make up the council—if they act themselves and do not leave too much to salaried employees of the society—should eventually rid us of a lot of meaningless guarantees that are common in many lines—especially industries which are well organized; and the advertising which we understand will be done to popularize the seal will focus public thought more strongly on quality and the economy of quality.

But we doubt very much the value of the seal from a practical sales standpoint. There was a time when you might have been tempted to buy a Mehlin piano in preference to a Steinway or a Chickering because the frame of the Mehlin carries the reproduction of medals won at St. Louis, Paris and Chicago. Or you might have disregarded your preference for the flavor of Ridgeway's teas, because of the dazzling medals shown on the Lipton label. But today we don't take much stock in medals.

The fact is that your typical American housewife, (we must not forget the woman is the family purchasing agent,) feels that she is quite competent to pass upon quality herself, and if the dear ladies get

a notion into their head that Uneeda Biscuits are a bigger value for the money than Wheatsworth Crackers, all the seals in Alaska won't sell them Wheatsworth.

When the Rice Leaders of the World was started some years ago the list of manufacturers who "fell for it," as the slang saying goes, was very impressive. But it was soon evident that just because Mr. Rice had picked you, (for a consideration,) to be one of the men who made the world rotate on its axis, didn't make the dear public gasp for breath at all. Whether you were a leader or a tail ender was no matter—what interested the ultimate consumer was *value for the money*.

Now the point we are leading up to is that putting the Seal of Portentia on your product won't stop it from selling, but if you think it will sell itself merely because it is labeled you will be badly mistaken. The only way you can be assured of consumer acceptance is to keep on telling people through paid advertising what it will do for them. People don't buy quality alone. Merely putting yourself in a "better-than-thou" class is not enough. What you will get out of Portentia, or any other similar scheme, depends upon what you put into it.

—o—
Don't Let Gloomy Dealers Side Track Fall Business

We have all heard a good deal of optimistic forecasting as to business prospects this fall.

And in spite of the prospect of a period of industrial unrest, few question that we are on the eve of a decided improvement in business. A cloud on the horizon is the dealer, who is not in a right mental attitude to capitalize local business improvement. Reports from all sources indicate that his recent reverses have made him order-shy to an extreme. Right now he should be getting ready for one of the biggest falls in his history. But he isn't. He persistently refuses to buy until he sees the demand. As a result he is going to wait until it is too late, for it is evident that shipping conditions this fall will be even worse than the chaotic conditions of 1920.

It is all very well to sit back and call the dealer names, and take comfort in the fact that he deserves to get left. But don't forget that you and your dealers are in the same boat. What your dealers don't sell you can't sell. Eighty-five percent of all the goods bought at retail are sold through the dealer. It is just as much your job to get him on his feet and put him in fighting mood, as it is your job to keep your own salesmen on their toes. No matter how hard your salesmen hit the line, they can't successfully buck against a stone wall.

Good Morning, Mr. Sales Manager

The most effective and useful advertising novelty ever invented is a PENCIL—and PENCILS lead the field in all other advertising novelties.

The man, woman or child who receives a PENCIL, keeps it, uses it, appreciates it.

No matter what your business, no matter what your season the advertising PENCIL is always appropriate, always valuable, and always assures you of direct return.

Write us on your business letterhead and we will send samples and tell you how to successfully use PENCILS in your sales campaigns.

Pierce Advertising Novelty Co.
Importers - Manufacturers - Jobbers.
22 West Quincy Street.
Chicago, Ill.

European Plan - 600 Rooms - 600 Baths
\$2.50 up, Single \$4.50 up, Double
Agent's Sample Rooms \$5.00 per day



Headquarters In Detroit For

Old Colony Club
Detroit Automobile Club
Motion Picture Exhibitor's Ass'n

LARGE INFORMATION
RACK IN WRITING ROOM

Circulars on Request

Table d'Hoté \$1.00 - \$1.50
Business Men's Luncheon 75c

HOTEL TULLER
A. MCKENDRICK, Mgr.
DETROIT - MICHIGAN
Cafe a la Carte Cafeteria Men's Grille

SALES MANAGEMENT

"Sample Package" Plan Lines Up 800 Dealers in Two Weeks

Newspaper Advertising, Backed by Aggressive Salesmanship, Enables Unknown Manufacturer to Outsell Old Established Competition in Its Own Back Yard

THAT a distinctive selling plan can often be extracted from a dry-as-dust field is demonstrated by the campaign just launched in Chicago by the Freshmor Corporation of that city, packers of table specialties. While the big packers were thinking in terms of abattoirs, refrigeration lines and packing house systems, the Freshmor firm was thinking about the millions of metropolitan city housewives who buy in small quantities from thousands of delicatessen shops and grocery stores. Thought gave way to action recently when the Corporation broke forth with a line of "sample" package meat and delicatessen specialties to be sold in standard ten cent packages. Although the campaign is yet less than two weeks old 800 Chicago dealers have been sold on the small package and quick turnover idea. To change the buying habits of housewives a campaign of advertising has been released in a group of Chicago newspapers and at the time this publication goes to press is recruiting new dealers at the rate of one hundred a day.

Several years ago, N. M. Ruthstein, a Wisconsin shoe manufacturer concluded that there was a thing or two that the big packers were either overlooking or ignoring. As he saw the situation, selling whole hams and sides of bacon was good business so far as the packers and butchers were concerned but not convenient to thousands of housewives and light housekeepers with no refrigeration facilities. Frequently, a housewife, in buying, would ask the butcher to slice off about fifteen cents worth of boiled ham. Privately the butcher might boast of his deftness with the knife but publicly he might confess that gauging his carving accurately was next to impossible. When the slicing and weighing were done the quantity would more often than not be more than the customer wanted. It was cut, however, and the housewife felt morally obliged to accept what the butcher had cut. True, she could buy a pound package of sliced bacon perhaps but using it was often a problem in home economics. On turning this situation over in his mind, the Wisconsin shoe manufacturer observed that the butter interests were selling tons of their product in quarter pound prints and concluded that meats, cheese, etc., could be sold in the same fashion.

Butcher Is Being Circumvented

In opening its campaign the Freshmor Corporation is following the lines of least resistance in leaving the retail butcher out of its initial plans. Delicatessen shops and grocery store outlets, however, are being worked aggressively. Interest among these dealers is stimulated

by the fact that the price of Freshmor packaged specialties compare favorably in price with meats cut on the butcher's block. Losses sustained by the butcher in cutting enter into the cost to the housewife. These losses, explains the Freshmor salesmen, are considerably reduced in large scale production by expert cutters and allow a margin for quality protection in packages.

To give the Freshmor campaign a flying start, a crew of specialty salesmen were recruited, drilled on the Freshmor plan and sent out in advance with portfolios containing proofs of the advertising that was to introduce the new line. Dealers who were calloused from repeated talks were shown "new" sales opportunities on the "small quantity" market, the advertising and the quick turnover principle of merchandising. Attention was called to the fact that all packages of Freshmor specialties would be stamped with the date of packing and thus assure freshness to the dealer and his customers. In bidding for distribution the company decided that it would be good business to select its dealers. Caution in this respect was prompted by the fact that the merchandise was of a perishable nature and that indiscriminate selling might lead to a backfire from stale merchandise. On that premise, no dealers were sold who could not dispose of at least two dozen packages of Freshmor specialties within a limited period. Close check up and frequent deliveries are being made to register the quick turn over policy.

When the Market Fluctuates

Critics of the Freshmor plan point out that its sponsors, like some other advertisers of standard priced advertised products, will not find it smooth sailing when market fluctuations make it necessary to change the package quantity. The Freshmor people however have some ideas of their own on this score and point out that the market price of meats is relatively higher at this time than it has been in years and that further advances are improbable. In the event of a probable decline, the package quantity can be increased to keep in step with the market and thus automatically become an asset in the marketing plan.

There is more behind the "sample" package idea however than appears on the surface. Like other aggressive merchandisers, the company figures that well directed sampling campaigns are future business producers. It is able to point out a long string of free sampling campaigns in the food products field as a means of prying into tight markets. The initial cost of an ambitious free sampling campaign, however, is considerable as those who have tried it may admit.



Where Paper Needs of the World are Met

A TREMENDOUS amount of all the paper used in the world is made in Kalamazoo. Infinite paper service is expected from this center.

To satisfy more fully than ever all demands for such service, the three leading mills of this territory have recently perfected a giant merger—the Allied Paper Mills.

A ten million dollar valuation—10 paper machines and 34 coating machines—control of principal raw materials—a constant supply of stock papers on hand for every printing need; these are indications of our ability to provide unusual paper value and a singular service.

We will be glad to send samples to interested parties and give details of the specific service we can render them.

ALLIED PAPER MILLS, Desk 9, Office No.12, Kalamazoo, Mich.
New York Warehouse, 471-473 Eleventh Avenue

STOCK PAPERS ON HAND AT MILL AND NEW YORK WAREHOUSE

Special Offset
Liberty Offset
Dependable Offset
Kingkote Offset

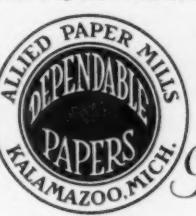
Victory Dull Coat
Porcelain Enamel
Superior Enamel
Superba Enamel

Superfine Enamel
Coated One Side Litho
Standard M. F.
(white and colors)
Superbend Clay Coated Box Board

Standard Super
(white and colors)
French Folio
Laid Mimeograph

Index Bristol
(white and colors)
Litho Blanks
Translucent Bristol

ALLIED PAPERS

Source of  Paper Service



BARDEEN DIVISION MILL NO. 2
OTSEGO, MICHIGAN



MONARCH DIVISION
KALAMAZOO, MICHIGAN



KING DIVISION, KALAMAZOO, MICHIGAN.

A Printer Is as Good as His Equipment Plus His Organization



One of the largest and most completely equipped printing plants in the United States

Our Equipment includes the latest and most efficient time-saving machinery—Linotypes, Monotypes, Color and U.P.M. Presses, Type-casting Machines, and complete facilities for Binding and Mailing.

Our Organization is composed of men and women who are experts in their work, and who are intelligent enough to realize that your interests are as important as their pocketbooks. That guarantees Quality!

Our Plant is in operation day and night 12 months a year—constantly turning out work for firms all over the United States. That guarantees Delivery!

Our up-to-date labor-saving facilities and the efficiency of our management enable us to take advantage of every possible turn of the market and figure closely on materials. That guarantees a Fair Price.

Thus, we are right on Quality, Delivery and Price!

In addition, we offer you every possible help in obtaining catalogue compilers, advertising assistance, editors, copy-writers, and everything else necessary to the promotion, preparation, printing and mailing of your catalogue or publication.

SPECIALISTS IN THE ART OF CATALOGUE and PUBLICATION PRINTING FOR MORE THAN THIRTY YEARS

*Business methods and financial standing the highest
(Inquire Credit Agencies and First National Bank, Chicago, Ill.)*

Printing Products Corporation

Formerly ROGERS & HALL CO.

Executives.

LUTHER C. ROGERS, Chairman
Board of Directors
E. E. LAXMAN, President and
General Manager
H. J. WHITCOMB, Vice-President
City and Country Publication Sales
W. E. FREELAND, Secretary and
Treasurer
F. MACOOMB, City Catalog Sales
A. R. SCHULZ, Country Catalog
Sales

*Catalogue and Publication
PRINTERS*

Artists :: Engravers :: Electrotypes

*Phone
Local and Long Distance
Wabash 3380*

*Polk and La Salle Streets
CHICAGO*

Letters That Get Action

A Review of the New Shaw Book on "Applied Business Correspondence"

By Cameron McPherson

THE most important thing that the average sales letter has to do is to get the order, or the inquiry, as the case may be. No matter how carefully the letter is worded, no matter how clever the opening paragraph, or how beautiful the physical appearance of the letter itself,—these things count as nothing if it doesn't get results.

In the new book, "Applied Business Correspondence," put out by the A. W. Shaw Company (\$6.00) over the signature of Herbert Watson, this phase of letter writing comes in for a good deal of attention. We are told, among other things, that action is produced by a positive idea, delivered at the end of a series of visionary ideas. The case of the circus barker is used as an illustration. "Strung cleverly through the barker's talk you'll always find the fuel of some patent motive for paying the admission price, and always at the close of the 'speil' you will recall, as the barker begins the old formula, 'step up now, ladies and gentlemen—,' and then comes a general push forward."

The author holds that the motive to action is much the same in sales letters as it is in side show barking, and that there must be some sort of a final "push" in your letter to start the motive for action. In a sample letter the closing paragraph, "Your reply will have prompt attention. What size shall we price you?" is held out as a good example of how one writer gave the motive to action a good spin. The strength of this close is that it starts the buyer to choosing—a mental condition which is just as desirable in closing by letter as it is in closing the personal sale.

Closing Paragraph Should Create Decision

In the same way it is pointed out by Mr. Watson that collection letters should likewise make the man choose between two alternatives rather than stopping with some kind of a perfunctory statement, as is so often the case. In order to drive home the point, one letter is cited, closing as follows:

"We do a large volume of business at the very lowest possible margin of profit and we simply have to make close collections in order to buy goods of standard manufacturers and at the same time keep our large stock up to standard at all times. We remain"

Contrast to this a letter wherein the motive to action is supplied in the closing paragraph in some such a way as this:

"If you prefer not to send a check at once, shall we draw on you for both overdue invoices together at a convenient date—say

April 10th—or for one invoice on that date and the other ten days later?"

Another very good point, brought out in the book, is one which sales managers have long preached to their salesmen, namely: "in the closing paragraph of a letter make it easier for the recipient to continue to act than to go back." Example of this sort of a wind-up: "We have placed all the data in our attorney's hands with instructions to proceed against you in 10 days. You can now either ignore this letter, later answering it in person either to the attorney or to the court, and in the end paying both bills and costs—or you can send us the amount of the bill by return mail. Merely fold your check or money order into this letter and the whole matter is settled. But be sure to do it by return mail or it will be too late."

Returns Increased Sixty Percent

It is claimed that by using this particular paragraph at the close of what was otherwise a common place collection letter the returns from the letter were increased sixty percent. These two principles—putting in something to start action motives, and making it easier for the man to go ahead and act than it is for him to stop or go back, are held to be the secret of success in getting bigger returns from mailings. "But," writes Mr. Watson, "some form of reply blank that helps to make action simple and easy may be of almost as much importance as the wording of the close." Among the devices which are recommended in this connection are the "Yes" and "No" reply cards, various kinds of coupons, and one rather good stunt of making the proposition in the form of a letter from the man you are writing, back to you, the wording on the slip attached to the letter being:

"This is the letter we have written for you to mail back to us! Funny thing to do, but read it. See if you don't feel perfectly willing to send it—"

One rather refreshing note in this new Shaw book is that it gives consideration to the fact that selling goods by letter is more than merely a matter of juggling phrases. I have always thought that this was one of the troubles with most of the Shaw books on letter writing. They gave too much attention to the wording of the letter, and not enough emphasis was laid on the planning of the letter. After all is said and done, the plan is the thing that counts. I have known men, who hadn't the slightest idea how to build up a letter according to rule, write letters that produced fabulous results. Their grammar was terrible. They com-

pletely disregarded all the rules for getting and holding attention. In fact, there was very little they did do, except to set forth in as few words as possible a proposition which was so good you could hardly resist it. True, there is no way to know whether the results would not have been greater if the letter had been more skillfully written, but the point I want to make is that we must be careful not to attach too much importance to the framing of the letter as contrasted to the selling plan behind it.

It has always been the fashion in most books on sales letter writing to dwell heavily on the importance of getting attention. All sorts of rules have been laid down to do this. As a result we have all been deluged by over-clever opening paragraphs. Often they had nothing whatever to do with the purpose of the letter. As a result they defeated their purpose. Some of the devices recommended in the book have this fault, but others lead naturally into the purpose of the letter. Among the plans described is the finger print letter used by The National Lead Company. On this particular letter a man's thumb print is reproduced above the opening paragraph which is as follows:

"Smudgy finger prints, similar to this one, soon appear on interior walls. Every year owners of buildings pay out thousands of dollars to have these and other unsightly marks removed. White leaded walls, etc."

Buyer's Picture on Letterhead

Another "stunt" is to run a picture of some prominent buyer on the letter head—pictures of men always get attention—and then start the letter out: "Mr. Fritz, meet Mr. Smith, purchasing agent for the New York Edison Company." These devices and properly worded opening paragraphs are referred to as "stoppers." Watson's definition of a stopper is something that appeals to the "attention-rays" of the prospect—in other words his self interest.

"How to convey sincerity" is the title of another helpful chapter, which touches a phase of letter writing that we can all profitably think about. How many letters have we received which failed to make the grade because they were too well written? Another excellent section covers the selection of suitable letter heads, and enclosures.

On the whole, the book probably ranks as one of the best books yet produced on the subject. It shows the application of each principle brought out to the various kinds of letters which make up every day correspondence, and the problem section which follows each chapter makes it especially valuable as an educational work.

—“FIRST IN PUBLIC SERVICE”—



“Shoot me a Cold Dog.”

Choco Ice “a Cold Dog,” came to New York, and to the NEW YORK WORLD on June fifth.

A week later we had found a distributor and started to build a salesforce.

Within two weeks (1) the dispensing equipment had been made over; (2) the method of distribution and jobbers' discounts decided upon; (3) the retail price fixed; and (4) sales started.

Four weeks later orders for equipment approximated \$25,000.00.

The seventh and eighth weeks a million New Yorkers had their first taste of “Cold Dog,” and wanted more.

The Advertising started with a quarter page in The Evening World on July twenty-eighth, and the immediate sales quota was set at half a million “Cold Dogs” per day.

We welcome the opportunity to help manufacturers get started right in the world's greatest and most profitable market.

The World and The Evening World have a combined circulation, daily, of 650,000 for \$1.20 per agate line gross, subject to contract discounts. They carry more high-grade dry goods advertising; are read by more jobber, department and chain store buyers, and by more retailers; offer more circulation per dollar and a more concentrated circulation; a reader and a dealer influence more localized than any other morning and evening combination.

Advertise in Newspapers by the Year

The New York World's Merchandising Department

Maller's Building, Chicago

Pulitzer Building, New York

Ford Building, Detroit



Personal Items



This corner has been set off to keep you informed of the movements of your friends and co-workers in the sales field. Help us to make it complete by sending in such personal items—especially new appointments—as you think would be of interest.

W. F. MARR, at one time sales manager for the McCaskey Register Company, Alliance, Ohio, and until recently sales manager for the American Ironing Machine Company, Chicago, has been made director of sales for The United Electric Company, Canton, Ohio, makers of Ohio and Tuec vacuum cleaners.

A. G. McMILLAN, formerly director of sales for the Mitchell Motors Company, Racine, Wis., has been given charge of the new automotive division of the Kardex Company, Tonawanda, N. Y., makers of visible index records.

WILLIS GALE GRAY has resigned as advertising manager of the Jackson Corset Company, makers of the College Girl corset, Jackson, Michigan, to become Canadian sales manager for Hole Proof Hosiery, London, Ontario.

WALTER P. COGHLAN, until recently general sales manager of the American Hammered Piston Ring Company, Baltimore, has been made vice president and director of sales for the Trexler Company, Philadelphia, makers of automotive equipment. Mr. Coghlan was at one time sales manager, secretary and a member of the board of directors of the Klaxon Company.

IRVING S. KEMP has resigned as sales manager of Vaughan & Bushnell Manufacturing Company, Chicago, makers of tools, to become vice president in charge of sales for the Evansville Tool Works, Evansville, Indiana.

T. F. DAVIS, formerly sales instructor in the Atlanta district of the Wales Adding Machine Company, has been appointed assistant general sales manager, with headquarters at the home office in Wilkes-Barre, Pa.

The Miller Lock Company, of Philadelphia, announces the appointment of **GEORGE W. ECKHARDT** as vice president in charge of sales. Mr. Eckhardt has been associated with Henry Disston & Sons, Inc., Philadelphia, for some time, first as salesman and later assistant manager of sales.

CURTIS A. HOLLINGSWORTH, Cumberland, Maryland, has been appointed assistant professor of life insurance salesmanship at the Carnegie Institute of Technology in Pittsburgh. Mr. Hollingsworth's appointment fills the vacancy caused by the promotion of Professor **CHARLES J. ROCKWELL** to the directorship of the Insurance School. The Carnegie School is the official school of the Association of Life Agency officers and the National Association of Life Underwriters.

FERDINAND A. WYMAN, JR., sales manager of the S. S. Pierce Company, Boston, member of the Boston Export Round Table, lecturer in the Boston University School of Business Administration and active in other business organizations in New England, died on July 14th in Boston. He is a brother of **WALTER F. WYMAN**, general sales manager of the Carter's Ink Company, Boston.

R. H. DURBIN has been promoted from advertising manager to sales manager for Strawbridge & Clothier, Philadelphia department store. **H. S. CONNELL**, who has been associated with Mr. Durbin for a number of years, has been made advertising manager.

The Durant Motors, Inc., New York, announce the election of **JAMES A. DAVIS** as vice president. Mr. Davis was for three years manager of the Advertisers' and Investors' Protective Bureau of the Chicago Association of Commerce, and a special investigator of the Illinois "blue sky" commission.

The Anseco Company, Binghamton, N. Y., makers of films for kodaks, announces the election of new officers as follows: **HORACE W. DAVIS**, formerly vice president of the Finance & Trading Corporation, New York, and at one time president of the Stanley Insulating Company, New York, has been made president. **L. D. FIELD**, formerly sales manager of the Anseco Company, has been elected secretary of the company, and is succeeded by **C. G. ANTHONY** who will be in charge of sales activities in the field. **JOHN S. NORTON**, vice president of the Philip Ritter Company, Inc., a New York advertising agency, has resigned to join the Anseco Company as assistant to the president and will direct its sales and advertising policies.

American fountain pen manufacturers have entered the foreign market on a quality basis, and are gaining the trade against a much cheaper product, says the Specialties Division of the Department of Commerce. When the names are advertised and the quality is known to the purchasing public, American goods win out, although German manufacturers have put out a pen that retails for \$0.25. The pens have been good, the prices have been fair, the names advertised, and, in the majority of cases, competent distributors have been selected, and, because of this, the fountain pen manufacturers of the United States have been able to retain their markets in the face of severe competition. This should be cheering news to any specialty manufacturer who has applied to his foreign merchandising program the same principles that have built up his domestic business.

The Busy Man's Creed

I believe in the stuff I am handing out, in the firm I am working for; and in my ability to get results. I believe that honest stuff can be passed out to honest men by honest methods. I believe in, etc. *Elbert Hubbard*

This and 28 other business mottoes, envelope filler size, free on request with your order for

Business Booklets

By Elbert Hubbard

Ideas and Inspiration
for your Salesmen, Employes
and Customers

1. A Message to Garcia
2. The Hundred Point Man
3. Get Out or Get in Line
4. The Closed or Open Shop—Which?
5. The Divine in Man
6. Let Thrift Be Your Ruling Habit
7. The Boy from Missouri Valley
8. How I Found My Brother
9. The Cigarette
10. Chicago Tongue
11. Courtesy as an Asset
12. Pasteboard Proclivities
13. Helpful Hints for Business Helpers
14. Help Yourself by Helping the House
15. Success and Salesmanship

10c. a copy postpaid or all fifteen for \$1.00

Carried in stock and shipped promptly.
Furnished in quantities with your name on the front cover at very attractive prices.

The Roycrofters
East Aurora - New York



Take no chances with your samples

Could you recover the full value in case of loss or damage?

A North America Commercial Travelers' Policy will protect the samples of an entire sales force to the full cash value.

For details, fill out and mail the attached memorandum to our Philadelphia office.

*Any insurance agent or broker
can get you a North America Policy.*

Insurance Company of North America PHILADELPHIA

The Oldest American Fire and Marine Insurance Company

Capital \$5,000,000 Founded 1792

MEMORANDUM (Mail at once)

INSURANCE COMPANY OF NORTH AMERICA, DEPT. X9

Third and Walnut Streets, Philadelphia, Pa.



Send full information regarding Commercial Travelers' Insurance

To _____ (Name)

Firm _____

Address _____

BINDERS

II +

Sales Management
Magazine

\$1.25 Postpaid

The Dartnell Corporation
1801 Leland Avenue
CHICAGO

SALES MANAGEMENT

Prove It— Show Him the LETTER!

SALES arguments of sincere salesmen are often taken with "a grain of salt." Hard shell prospects want proof. You could stamp out suspicion, create confidence and get the order in many cases if your salesmen were equipped to show "testimonial" letters received from pleased customers or "prestige" orders from big buyers.

Why not place power behind the "testimonials" resting in your files. We make photographic copies of anything printed, written or drawn. Letters, contracts, maps, plans, etc., made without the use of glass plates, expensive cuts or set ups. Inexpensive. Accurate. Positive proof.

WRITE FOR SAMPLE

Send a fresh testimonial to your salesmen regularly and notice the effect on their morale. Nothing refines the enthusiasm of a salesman like praise made public. Let us send you samples and prices.

Ajax Photo Print Company
35 West Adams Street, CHICAGO, ILL.

Why Salesmen Fail

(Continued from page 458)

an article only by its price, regardless of its intrinsic quality. In other words, that particular article must emphasize itself almost immediately as something cheap. This is where real selling must enter, a fact that has not received the proper attention, more from ignorance than desire.

"I claim this condition has reacted not only against manufacturers, but has been the means of impairing the merchandising methods of many of the large stores and of inclining the public to price purchasing.

"Furthermore, the greatest fault that I have found in the average salesman, through personal knowledge and observation over many years, is that he permits himself to be guided in the covering of his territory by the ideas of a few of his good customers. I mean that, in a large number of cases, a salesman becomes very friendly with one or two accounts and this friendship, and possible attachment, has influenced the salesman on local conditions, the possibility of booking business and the proper time to cover his territory. In fact, I have found he gets into the habit of only quoting what this or the other fellow said, these being a few good accounts, in explaining the relationship of the many accounts included in his territory.

"If a salesman would remember that, over any given territory, he usually serves from 500 to 600 customers, and try to gauge his viewpoint from the best requirements of selling these 500 or 600 accounts, rather than have his judgment warped by what a few accounts tell him, he will be far better off in the long run."

Sales Managers Organizing in Cedar Rapids

Further indication of the impetus which is being given the sales manager's association movement is the action of several leading sales executives in Cedar Rapids in calling a special meeting for the purpose of starting a local sales manager's club.

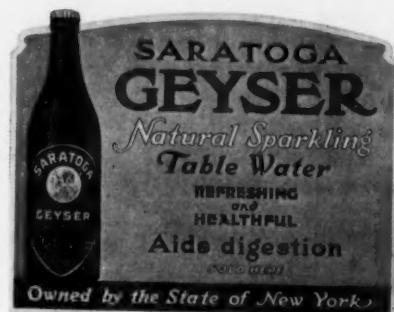
Walter D. Smith, sales manager of Park and Pollard requests that the name of the Boston Sales Manager's Association be added to the list of clubs now operating. George W. Adams, 6 Congress Street, is secretary of the club, and Mr. Smith is the president.

The United States Patent Office has permitted Fayette R. Plumb, Inc., to register the combination of red handles and black heads of their axes, sledges, hatchets and files as a trademark.

The evidence included affidavits from dealers and jobbers testifying that these colors were a recognized means of identifying Plumb tools. A statement from one jobber said: "Any manufacturer who put out tools with red handles and black heads would be seeking to cash in on Plumb national advertising."

Palmer Advertising Displays

—the same offer again—the demand is big



THIS DISPLAY—SIZE 48" x 33"

SPECIAL OFFER-- 10,000 SMALL DISPLAYS--10c. each--



SMALL DISPLAYS, Cutouts, and Hangers of quality, win preferred positions.

Knowing the uncertainty that ordinarily surrounds the selection of lithographic display material, we offer a specific small-sized display proposition at a price and in a manner which enables the advertiser to know exactly what he is buying.

SPECIFICATIONS: This offer is for a display piece of quality—10 $\frac{1}{4}$ x 13 $\frac{1}{2}$ inches, lithographed in six colors on 8-ply stock, specially die-cut to any shape, easels attached. The art work is in beautifully handled full color pastel by one of America's leading artists,—the lettering and design by artists of long experience. (Don't confuse this offer with ordinary flat color lithography—we quote lower prices on flat color work.)

YOUR ADVERTISING—In the combination of PALMER DISPLAYS and forceful Palmer Direct-Advertising Folders, created with originality and "punch," sold without "red tape" and service charges—we offer advertisers, large and small, a new kind of advertising service—appreciated by executives and advertising managers who like quality, economy, originality and action.

*Send for Samples and Ideas—Mail Coupon with Letterhead
Write for prices on a series of these fine small displays*

P A L M E R
Advertising Service, Inc.
137 East 43rd Street
New York City

Gentlemen:

Displays—S M-9

We are interested in your special offer. Quantity _____. Please send samples and full details, with an idea in dummy form. We enclose printed matter on our product. No obligation is incurred.

Name _____ Position _____

Company _____

Address _____



Trade-Mark and Good-Will Protection

Subscribers are invited to submit problems relating to registration of trade mark, label infringements, etc. If possible, they will be answered in a forthcoming issue. Address: Trade Mark Department, Sales Management Magazine, 1801 Leland Ave., Chicago.

Protecting a School Name

Los Angeles, Calif.—Please let us know if there is any way by which we can register the name of our school so that it can not be adopted by others. If there is any way kindly let us know how to proceed to get the necessary protection.—W. B. C. Per R. H. W.

The problem which confronts this business college is one which has proven difficult not alone for schools but for advertising agencies, banks, trust companies, insurance companies, mortgage agencies and all similar enterprises whose good will is bound up in institutional names. Frankly there is no way in which an institutional name of the kind indicated may be registered at the U. S. Patent Office as a trade-mark for the establishment it identifies. The difficulty is that all such institutions sell "service" rather than merchandise. By the interpretation of the Federal law, trade-mark protection is for traders, engaged in the barter and sale, in interstate commerce, of vendible commodities. Service is not accounted merchandise. Furthermore the law requires that trade-mark rights be grounded on the use of the marks on the goods whereas in the case of a school or other similar institutions there is no merchandise passing in trade to which the mark may be affixed. A school-mark or other institutional mark is used, presumably, only on stationery, in advertising copy, etc., and these employments are not accounted trade-mark uses within the meaning of the rules and regulations.

Some owners of institutional marks have derived at least partial satisfaction by registering their names as trademark titles for house organs or private magazines or by making registration in the class of "publications" which last establishes exclusive right to the use of the name on catalogues (issued at periodical intervals), bulletins, manuals, etc. It is to be suspected, though, that if the issue was ever put to test in court it would develop that the protection invoked by such a registration, extends only to publications as indicated and is in no sense a broad protective blanket for the name wherever used. Similarly, if a school sells text books or an advertising agency gets up original advertising novelties, these being articles of commerce may be trademarked just as pass books and other paraphernalia of Christmas "saving clubs," used by banks, have been made the subjects of trade-mark registration.

The best substitute for trade-mark registration open to service institutions, and one that is being resorted to in ever-increasing extent, is copyright entry at the U. S. Copyright Office, Library of Congress, Washington, D. C. This must not be confused with copyright entry at the U. S. Patent Office. There are facil-

ties at the Patent Office for copyrighting labels, advertisements, posters, display cards and other species of "prints" but this is open, as in the case of trademarks, only to subjects that are used on or pertain to articles of manufacture. As the opposite of this limitation we have, at the U. S. Copyright Office, facilities for the copyright entry of cuts, engravings, lithographs, etc., etc., pertaining to "the fine arts." This admits virtually everything that is ineligible at the Patent Office. Not only has copyright been accorded for the names of colleges and schools when displayed in a manner to constitute an "artistic or intellectual" composition, but certificates have been granted for the emblems of advertising agencies, commission merchants.

In the case of a school or service institution the operations of which are confined to one State, it is well to investigate the facilities or registration provided by the laws of the State in which located. Some of the States of the Union have laws which give even better protection for names and titles used in intra-state commerce than the Federal system affords for marks in interstate commerce. And even though a school or service institutional is unable to gain the status of a national trade-mark for its name yet may it prevent any other interest, in any line of trade, from appropriating its name as a trade-mark for merchandise. That is to say this forestalling of trespassers is possible if the institution is incorporated. It is only necessary to file copies of the articles of incorporation at the Trade-mark Division of the Patent Office and this serves to place the trademark censors on notice not to allow any applicant to register the corporate name, even though the later claimant can conform to the technicalities as the pioneer seller of service only could not.

Our correspondent may feel assured too, that he has a certain amount of protection for his institutional name even though he cannot register as a trademark and does not choose to copyright. The common law against unfair competition may, upon proof of damage sustained, be invoked to secure redress against any imitator or infringer who has simulated an institutional name in such a way as to cause "confusion of reputation" or mistake in the mind of the public. Under certain circumstances, the Federal Trade Commission will step in and order cessation of the use of a reminiscent name when it appears that the effect of duplication is unfair to the firm or individual that gave the name its primary significance in the field where it has been made familiar.

Cut Expenses and Increase Sales

BUYERS get your salesmen's story when it is illustrated with pictures. Portfolios with pictures, either black and white or in the actual colors of the product, SELL GOODS and CUT SALES EXPENSE.

When you want *photographs* for salesmen, photographic display cards, or photographic reproductions of any kind, go to *headquarters*. Ask to have an Underwood sales engineer call and discuss your problems. He probably can suggest something practical and economical.

Underwood & Underwood
Photographers

6 East 39th Street, New York City
205 West Washington St., Chicago

**\$500.00
for writing 2 letters**

A direct-mail "expert" made that price to a manufacturer; and it gave him such a shock that for two years he didn't dare inquire of another.

Finally his courage returned, and he inquired of me, found nothing shocking in my charges, and is getting real help in his sales-problems.

I mention this incident in the thought that you may may have been shocked too; and I want you to know that I don't talk in fortunes, but secure substantial results at modest cost.

Booklet E-40 tells. Want it?

Cornel Ridderhof
Times Bldg. New York

SALESMAN'S

NAME	DATE	BUSIN
J.M. WILLS	1/13/22	CAST
APEX CO.	1/17/22	SHOP
J.J. WHITE	2/21/22	PAD
LOESER CO	4/1/22	PAD
TOTAL		

MEMO FROM MR. JONES

The Quota for this district
has been too low!

And then the Sales Manager Knew that the Winston Perpetual Loose- Leaf Atlas Had Paid for Itself Many Times Over

DID you ever move a successful salesman to a better territory and then wonder why he didn't do well? Chances are he claims the quota in the new district is too high. Investigation shows the quota in his old district was too low. He wasn't a world beater but neither the salesman or his boss knew it until they checked up in a territory that was *known*.

With a Winston Perpetual Loose-Leaf Atlas of the World you *know* every territory all the time. You depend on up-to-date accurate information. You don't guess at sales quotas—you have figures that enable you to know. If routing is expensive and inefficient your Atlas locates the trouble and shows the remedy.

WINSTON Perpetual Loose-Leaf SERVICE Insures Accuracy Always

THE Winston Perpetual Loose-Leaf Atlas never gets old. As fast as changes occur in boundaries, population, etc. anywhere in the world, new pages are ready for insertion in the Atlas.

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250 pages. Maps of all countries in the world. Separate Maps—in 5 and 6 colors—of every state of the U.S.A. and provinces of Canada. Radius maps of principal cities—index of 58,000 towns and cities, their exact location and latest official census figures. Illustrated description and statistics of peoples and customs and industries.

Examine for Five Days Without Charge

Mail the attached coupon or write for free five day examination privilege. If you can do without the Atlas after you have seen it, simply return to us.

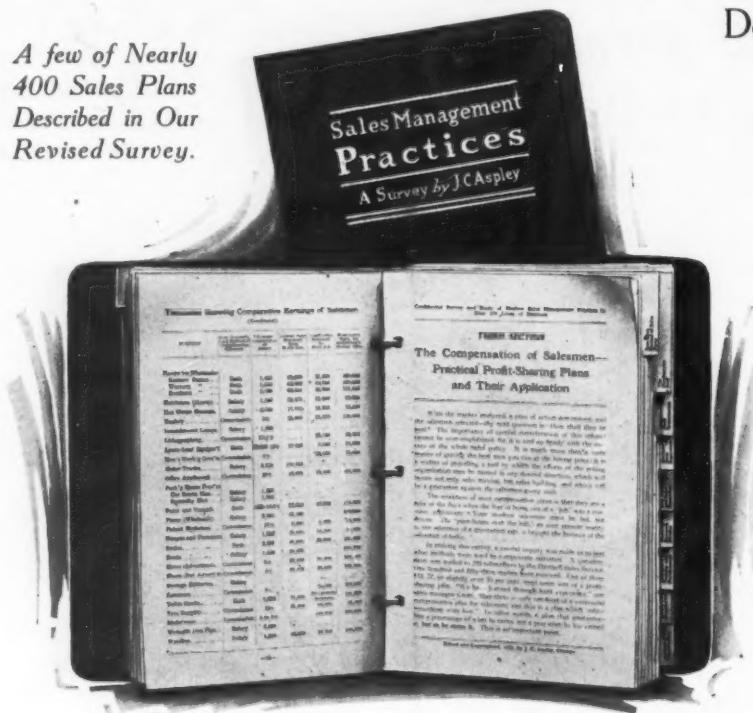
THE JOHN C. WINSTON COMPANY
92 WINSTON BUILDING
PHILADELPHIA

Please send, charges prepaid, a copy of the Atlas that never gets out of date. At the end of five days after receipt, I will send either cash in full (\$12.00) or in accordance with the terms enclosed with the Atlas, or else I will return the partial payment to you. Name _____ Address _____ Company connected with _____

Bonus Plans for Stimulating Salesmen

This, and dozens of other equally timely problems, are discussed in the NEW AND ENLARGED Survey of Modern Sales Management Practices. This survey is entirely different from any other book ever published. It gives you in boiled down, brass-tack form, suggestive methods, plans and policies used by leading concerns in over 250 different lines of business. It gives you names, figures and facts.

A few of Nearly 400 Sales Plans Described in Our Revised Survey.



Burroughs Adding Machine Co., method of fixing sales task on basis of potential sales possibilities of given territories.

Working description of the Task and Bonus plan as worked out and used by Beechnut Packing Company, Libby McNeil & Libby and other concerns.

Leading questions used by United Cigar Stores Company in selecting salesmen. Laboratory tests for picking salesmen used by American Tobacco Company.

Analysis of various types of bonus and profit sharing plans in use with detailed description of plans used by Hood Tire Company, E. P. Sanderson & Company, H. J. Heinz Company, etc.

Tabulation showing least sales required of salesmen in different lines to hold jobs and high water mark for sales in each line.

Method of Holeproof Hosiery Company, Ingersoll Bros., International Silver Company and others in using guarantee.

[The foregoing examples are cited merely to illustrate the "brass tack" character of information in the survey]

Policy of Trenton Potteries Company which has resulted in greatly cutting down returned goods losses.

Description of methods employed by National Cash Register Company to standardize sales story. Analysis of various sales manuals.

Baker-Vawter plan of finding weaknesses of salesmen, and how they can be corrected. Getting salesmen to conserve time.

Tabulation showing expense account practices in over fifty different lines of business. Report forms and methods.

How Sherwin-Williams, American Optical Company and others are systematically gathering data for sales expansion programs.

Twenty odd specimen letters which have proved effective in awakening salesmen to reserve powers, selling by mail, paving the way for salesmen, handling complaints, collecting money, etc., etc.

Do Not Confuse With Our "Sales Organization" Survey

which covers entirely different subjects and is intended for a different purpose. Sales Management Practices was originally brought out three years ago, and has been revised and enlarged four times—the present being the fourth edition. No well equipped sales department can afford to be without this practical accumulation of sales data. It contains experience that has cost others thousands of dollars.

This new edition is substantially and attractively bound in a leatherette ring binder, lettered in gold. It embodies ten sections—over 200 pages of facts about what other sales organizations are doing, most of which can be applied to your business. It contains a complete list of supplementary references—articles and books which can be consulted. There are nearly one hundred charts, forms and illustrations used to visualize the text.

Over 900 Sales Managers Co-operated in its Preparation

SPECIAL OFFER

We will send you, without obligation, one of these revised surveys to look over. If you wish to retain it, simply send your check for \$6.00. If you do not wish to keep it, send it back and we will cancel the charge without question. Over 5,000 copies of this survey have been sold. You cannot afford to be without it.

THE DARTNELL CORPORATION

Publishers of Books and Reports for Sales Managers and Salesmen

DARTNELL BUILDING CHICAGO 1801 LELAND AVENUE

EASTERN OFFICE: 342 MADISON AVENUE, NEW YORK

Advertising Men Win Medal as Job Jumpers

Figures compiled by Buckley, Dement & Company show that there are over 6,000 daily changes in rated businesses alone in the United States. This figure includes concerns going out of business, changing hands, changing locations, etc. Figures on the mortality of business concerns which they have just compiled show that the heaviest "death" rate is in the retail field. There are 22 per cent changes every year in the general stores of the United States. In the barber shops, there is a change of 30% annually, while among the advertising men of the United States, the average is 37% annually. Advertising men hold a high record for changing, and the mortality on the mailing lists show, out of an experience of several checking for a number of years, that the percentage is 37 annually, heading the list by 7% over the barbers, the next highest classification.

It is economy to revise mailing lists when lists are used more than once in a season, and revisions should be made from mail matter returned from the postoffice; additions and corrections where possible should be made from reports from salesmen and from local dealers and checked up with local city telephone books and city directories. If this is followed religiously by any concern maintaining a mailing list, considerable waste can be eliminated and a high-class list is the result.

Of all the elements of direct mail advertising that should not be purchased on a price basis, it is the mailing list and yet we are constantly running into advertisers who are expecting results from lists bought on a price basis. It would be much better to have their mailing lists made to order to fit the exact requirements of the advertisers and put a little less effort on embellished art work or three-color printing.

Measuring the Results of Advertising

(Continued from page 474)

declining prices for the next few years is expected, the marketing side of business is of paramount importance. In such a period, the economics of advertising deserves the most careful study. The points raised in this article are presented with a view to answering the question raised at the beginning as to how to gauge what an advertising appropriation is accomplishing; and the angles from which to judge the results of a given appropriation.

Ireland is fast showing a preference for American products and is now endeavoring to import directly through Belfast and other large Irish cities and to encourage the larger consumers to import direct in cargo or part cargo lots, says Vice Consul Barringer, Belfast, in a report to the Foodstuffs Division of the Department of Commerce.

Your Salesman

Will accomplish more in three days at a Convention or Exhibition than in thirty days on the road!

YOUR salesman often travels more than 100 miles, and spends a considerable sum of money, to interview not more than two or three prospective customers in a certain community.

If you were to send that same Salesman to a Trade or Industrial Convention or Exhibition, he could easily tell his story to *several hundred buyers*,—at an enormous saving of time and traveling expense.

There are hundreds of Trade and Industrial Conventions and Exhibitions to be held during the remainder of this year, at which thousands of buyers of your product will assemble. You'll be overlooking an excellent opportunity to secure a volume of good business, if you fail to have a representative present at these events.

World Convention Dates

(A Monthly Bulletin of Sales Opportunities)

will keep you posted as to when and where all International, National and State Conventions and Exhibitions are to be held; give you name and address of Secretary, and attendance for each event. From this record you can easily select the events which your Salesmen should attend.

(Descriptive leaflet Number 10 upon request)

HENDRICKSON PUBLISHING COMPANY, Inc.

1400 Broadway, New York City



Plan Now

to attend the

**19th Annual
National
Business
Show**

Grand Central Palace

Lexington Ave. and 46th St.

NEW YORK

Week of October 23, 1922

See the largest and most diversified display of modern business aids and equipment ever gathered together.

Get first hand information from the makers and distributors of the better things for the everyday business office.

Here you can examine the old and efficient methods for handling new problems as well as to study the new and improved ways of expediting old routine—and you will find a cordial welcome at every booth.

Tickets of admission list of exhibitors and copy of booklet, "Down at the Office," furnished to business concerns and executives upon request.

Annual Business Show Company
Frank E. Tupper, President
50 Church Street, New York



Sales Managers Lay Plans to Get Reviving Farm Business

Some Significant Facts Your Salesmen Can Use on "Down-in-the-Mouth" Dealers

FOR the first time since the slump sales interests are busy this summer laying plans for aggressive drives on the farmer. Conservative estimates put the total cotton and grain harvests for 1922 at \$5,500,000 as compared with \$3,700,000 last year. Considering the fact that producing expenses have been less, the net profits to the farmer on this year's business should be more than fifty per cent more than they were in 1921.

"The favorable crop outlook," states Roger W. Babson usually inclined to be pessimistic in his agricultural forecasts, "means that great agricultural sections during the next few months will take on new life. To clients who are manufacturing and selling it means that at least one third and probably one half of the people in the United States are going to have an increased buying power this fall and winter. The most optimistic fact, however, is that this greatly increased buying power comes from the ground and not from the pockets of the consuming public."

In anticipation of this reentry of the farmer into the buying circle many formidable campaigns have been laid out, and it is evident that just as soon as the harvest is over we shall see almost unparalleled activity in this direction. One sales manager who has been constraining his sales efforts on the "white collared" trade for the past two years says: "While it is true that the farmer is not going to be over flush this year, even though he will have half again as much to spend as he did last year, we are going after his business hard. We are organizing a secondary sales force of twenty-five men to comb the small towns

and rural sales points, operating independently of the sales force now working in the large cities. In this way we propose to hold our gains in the cities, so that what business we can build up in the country will be velvet." Another sales manager interviewed made the point that his main object in going the limit on this fall's campaign to the farmer is that he wants to recover his leadership in that market quickly, and shut out his competitors.

Another sales manager is furnishing his force of 225 salesmen calling on the small rural dealer with photostatic copies of letters he has received from various experts on agricultural conditions to show to his customers. This sales manager writes: "While our sales are far ahead of 1921 we want to make the balance of 1922 a record breaker in all respects. As you know, there are a lot of dealers who are still down in the mouth and feel that the country is going to the bow-wows. With these letters our salesmen are able to absolutely prove to the dealer that he is standing on the brink of a period of prosperity, and that he need not feel the slightest hesitancy in placing a large order."

Most of the letters in this portfolio were confined to general statements. Some of them were more specific and undertook to analyze the situation more carefully. The letter from the Director of Commercial Research for the Orange Judd publications is typical of the latter kind, and we are printing it with the thought that other readers might find in it helpful points which can be passed on to their salesmen for similar use in getting more than fill-in orders from the dealer dependent on rural trade.

The Letter from the Director follows:

Take for the moment this matter of crops: By and large, 1922 is proving a good crop year. Some crops of first magnitude, hay, wheat, oats, and other small grains, also small fruits and some of the vegetables, are already made. They are very largely harvested, certain items already converted into cash. Others, e. g. corn, cotton, potatoes, and apples, are still in the making, but barring quite unexpected and improbable disaster, are as good as in the farmer's bin, or loaded into freight cars destined for domestic and foreign markets. A few leading field crops, notably oats and cotton, are short; and these serve to accentuate some of the splendid output of the farm in this 1922 harvest season now on.

Not to burden you with too many figures, please look for a moment at a few of the impressive totals. The August report of the Department of Agriculture, made public this morning, states that 17 crops (including all of those above mentioned) promise to show a value this year of 7134 millions of dollars, a plump \$1,200,000,000 more than the aggregate value of these 17 crops on the basis of the August figures of last year. In the main, 1922 may be put down as a year of full crops, not in all instances bumper crops, measured up against the forced acreage and production of one or two of the "war years," yet compared with an average of the past decade practically at the top. Barring the merest possibility of damage to field corn, which is of course still in a somewhat sensitive condition, it is another three billion season. The government figures indeed estimate the corn crop at 3,017,000,000 bushels. You do not need to take your pencil and paper to see what this one item means in farm values; estimate it at say 65 cents a bushel, certainly a modest figure for this splendid cereal, or two-thirds of a dollar, and apply this to your three billions, and you have a corn crop worth to the farmer plump two billion dollars.

Northwest Section Prosperous

As to wheat: Official estimates are for over 800 million bushels, or rather better than a year ago; and bound to prove a liberal crop even should the long stretch of drouth in the wheat belt last June, together with high heat records, eventually develop at the threshing machine disappointing rates of yield here and there. Even should these things, together with some red rust and other trying experiences in the Northwest, cut into this magnificent total, with indeed the possibility of some shrinkage in bulk returns, the crop must show very generous proportion with a fair exportable surplus for hungry Europe.

In this connection the oats crop, as above noted, forms one of the exceptions to the excellent harvests, and is substantially short of a bumper; similarly cotton with a yield scant three-fourths a full one, yet the pound price of this staple is fourfold what it was some years ago and more than double the market just before the war. Rye and barley both show splendid totals. If present promise is maintained, the potato crop will prove

about the largest in the history of the country. This also practically true of hay, a condition which in turn means distinct gain to farmers in dairy states, such as Minnesota, Iowa, Wisconsin, New York and New England where the business of making milk for market "raw or wrought" is so important. Indeed the hay crop will have a value of much more than a billion dollars. Apples promise to bulk double the short crop of last year, similarly very heavy yields of peaches, pears and plums are right now moving marketward.

Lack of space obliges me to say nothing at this time about the live stock industry beyond mentioning the general fact that it has much of encouragement, looking ahead, even though prices are not wholly satisfactory to farmers and feeders. Statistically, there is reason for continued promise. Dairy herds, according to the last federal estimate in January, show a gratifying even though slight increase in number on the farms, but beef cattle are substantially less in number than say two or three years ago; and ought to be materially and profitably built up, especially with present and prospective big crops of corn, hay and other forage available for the feed lots of the Mississippi basin in the regular campaign of this fall and winter.

Effect on General Situation

What an array here, and without a tinge of exaggeration, of magnitude in crop production, and this in turn directly indicative of the "farm market" for the manufacturer. The farmers of the United States have again come to the front, putting their brains, their money and their labor into the proposition of keeping at the forefront this great industry. Perhaps best of all, never before did the farmers' business receive such consideration as in these recent years at the hands of the law makers, financiers, and business men of the country. Only this week in a leading editorial the New York Times said: "Our farms and our farmers are the nation's strongest reliance that our producers and traders shall not be crippled in supplying ourselves and the world with manufactures of the world's cheapest goods made at the highest wages. The farmers have cause for congratulating themselves that this year's abundance produced at lower costs at a time when the demand exceeds even our supply, with Europe's grain crops smaller this year by 100 million bushels."

Backing up agriculture together with other big affairs, the financial situation is absolutely sound. Money is plentiful and cheap. The banks, the insurance companies and similar private organizations having large sums of money for investment are overflowing and offering loans at interest rates the lowest in years. Prime commercial paper which in the summer of 1921 commanded interest as high as 8% per cent at leading New York City banks can now be borrowed at 4%. In fact, the federal reserve banks of the east and some further west have reduced the discount rate to 4%; while across the ocean the Bank of England

(Continued on page 512)

"Finding Ways Out"

of competitive situations is "second nature" to me. Breadth of vision, versatility, originality, adaptation of ideas, scope and fitness of plan—all must be crystallized into a clear, definite, forceful, workable plan. Presenting the written word with point and polish as I prepare sales messages has been a vital factor in lifting my clients above the pressure of competition. Something different and much better than average are the folders, booklets, business letters and sales papers I plan and execute. Ask about my combination letter.

My Plan

I will prepare a complete plan or act in an advisory capacity for the man with limited means or those requiring an extended campaign at a very reasonable fee.

Moore's Advertising Service

Direct Mail Specialists
Canaan, New Hampshire
Box 50

House Magazines

5,000 for \$190



Pocket-size, 3 1/4 x 6 1/4 inches, cover in two colors, individual name, 12 pages of reading matter by William Feather. Your advertising appears on cover pages and on 4-page section in center.

The William Feather Co.
611 Caxton Building
Cleveland, O.

GO! GO! GO!

Weekly Bulletins for your salesmen that inspire them to "go" and tell them how to "go."

Carry your firm name and look as though produced by you.

Write for samples. State number of men.

JOHN J. LUTGE
17 West 42nd St., NEW YORK

Playing the Other Fellow's Game

What Usually Happens When a Sales Manager is Not Consulted Before Adding a New Product to the Line

By Maxwell Droke

TWO years ago, a charming widow was ushered into the august presence of one of the country's largest manufacturers of wood-working machinery. Her husband, recently deceased, had left her the patents on an ingenious garment-holder. Something that should really be in every household. She did so want to put it on the market. The manufacturer, being a friend of the family, she had come right to him for competent counsel. Couldn't he, or wouldn't he, please do something to help her out?

Stronger men than the president of the wood-working machinery concern have fallen for the plaintive appeals of charmingly helpless femininity. The manufacturer looked at the garment-holder. It was a clever contrivance, all right. He reasoned soundly that it should be a ready seller. He called the factory superintendent into consultation. Yes, the holder could be manufactured in one department of the company's plant, without any great expenditure for new equipment. It might prove a good "fill-in" item during slack periods.

The result was that the manufacturer finally agreed to make and market the garment-holder on a royalty basis. Everything was arranged to get into production immediately.

No One Knew How to Sell Them

The manufacturer, busy with the details of the business, thought no more about the matter until he received a memorandum from the superintendent informing him that several gross of the holders were ready for delivery.

Incredible as it may seem, no plans had been made for the sale of the new product. No one in the organization had the slightest idea how or where to sell the garment-holders. The manufacturer was familiar with every detail of the wood-working machinery business. He had been brought up in the game, and he knew exactly how to go about marketing the product. But here was something new and strange. How should he introduce it to the buyers?

After considerable deliberation the manufacturer decided to turn the proposition over to one of his star salesmen, to experiment with. This salesman, who was engaged in special work, had quite a bit of spare time at his disposal. Everything seemed to point to him as the logical man for the job.

Now, it chanced that the salesman under consideration was a "This-is-Mr.-Rogers-of-the-home-office" type of man. He worked with the company's regular sales force in closing big contracts. He was accustomed to being met at the station with pomp and ceremony, and accorded every courtesy. The prospect of

selling garment-holders at \$12 a dozen, less 40% to the retailer and 50% to the jobber did not strongly appeal to him. He had had absolutely no experience in calling on this class of trade. But he was game to see what could be done.

The home office was located in a large middle-western city. The salesman began by calling on the local trade. To a man who was in the habit of having the stage all set for his appearance, it was a bit disconcerting to listen to some sub-sub-buyer snarl, "Come back Thursday afternoon at half-past-two; that's when I buy."

But despite setbacks and rude receptions, the salesman managed to land two or three small orders the first week. Then came an interview with the buyer of one of the largest department stores. "What's your price?" was the curt query.

He Wanted the Jobber's Price

"Twelve dollars a dozen; less 40% to the retailer and 50% to the jobber," rejoined the salesman, inexperienced in dealing with such buyers.

"What quantity do you have to buy to get the jobber's price?"

"Why, er—you don't have to buy any particular quantity," stammered the perplexed salesman, feeling a bit insecure, "you just have to be a jobber."

"To what jobbing house have you sold?"

The salesman gave the name of a local wholesale house to which he had sold a small order.

"How many did they buy?"

"Six dozen."

"All right, I'll take two gross—but at the jobber's price."

The salesman was floored. This was a new, strange procedure for him. He stalled and argued, but finally accepted the order, subject to the approval of the office.

When the matter was brought up at headquarters, the president of the concern was equally perplexed. What should be done? What was customary to the trade? No one knew.

Admittedly, the problem was absurdly simple. Yet it was a condition totally foreign to their experience. They had no precedent or policy to guide them.

Fortunately this experience brought the manufacturer to his senses. He realized that he had made a grave error in rushing into a field concerning which he had nothing but a vast quantity of ignorance. He decided to drop the garment-holder immediately, and charge off the loss to Experience.

I should like to feel that the foregoing instance was an isolated case; that such conditions could not obtain generally.

But ten years of close association with hundreds of business houses forces the conviction that this practice of taking on a totally irrelevant product and endeavoring to market it through a sales force trained to function in other channels, is far more prevalent than most of us would care to admit.

"I believe my boss is the liveliest wire in our industry," a salesman for a large corrugated board box manufacturer told me a few weeks ago, "but right now he is stumped. He doesn't know which way to turn. The company has recently developed a very superior type of corrugated building paper. It has the old-style building paper beaten forty ways. The house has spent a lot of money perfecting the process. Now, we are all ready to put the paper on the market—and the boss does not know how to go about it. He has written to the salesmen, asking for suggestions."

As a Sales Manager the Boss Would Make a Good Janitor

The salesman then went on to point out the impracticability of selling the new product through the old-line sales force. Selling corrugated pasteboard boxes is quite a business in itself. The company's specially-trained salesmen are continually jumping about from point to point, in quest of large-quantity orders from big industrial concerns. They have no leisure to stop and talk to retail building material dealers about stocking a few dollars' worth of building paper.

To an extent "the boss" realizes this condition. But he has spent most of his time in the paper box business. He doesn't know how sales machinery functions in other fields than his own. He is at a loss to find out just how to make a start.

Yet, to a disinterested outside observer, the problem is a relatively simple one. Granted that the product is right; that there is a sufficient potential market to warrant development, then obviously, the thing to do is to evolve a building paper, or building material department of the business, under the direction of a sales manager who is familiar with that division of the work. It should be up to this executive to employ specialty salesmen who are likewise familiar with the field, to call on the retail and jobbing trade; taking a limited territory, covering it thoroughly, and then moving to another unit. The men should not only sell but educate as well. And they should, when practicable, call with the local dealer on prospective home and industrial builders to preach and demonstrate the merits of the product.

This plan, properly carried out, will get the company farther ahead in six

months than they would be in five years of haphazard effort to make over their present sales force to fit the new conditions. And, perhaps most important of all, under this plan, the sale of paper boxes will not suffer while the building-paper business is being developed.

We have shown, in the two previous instances, the impracticability of taking a salesman trained for special field work, and conscripting him for retail development service. Now, let us reverse the procedure, and see what happens when a typical salesman, calling on the retailer and jobber, is asked to step out of his element and do development work in an unfamiliar field.

For years a large manufacturer of soap and soap products continually dinned into the ears of his salesmen the importance of making a special effort to sell hotels and large industrial users. Here, he pointed out, was a tremendous market that merely awaited development. A few calls on these prospects now and then would result in more business for the house, and materially increased commission checks for the salesmen.

But the salesmen remained indifferent to even the most alluring appeals. They were retail men. They knew their business. And they had neither the time nor the inclination to go traipsing about through unfamiliar highways and byways, in quest of special orders. For the most part, they did not know anything about industrial requirements, and cared less. And so, aside from taking an occasional order from the hotels where they chanced to be stopping, they turned in only an insignificant volume of industrial business.

Finally the manufacturer came to the conclusion that in attempting to sell the industrial line through his regular sales force, he was taking the long, hard road to market. He completely revised his sales policy, appointed an industrial sales manager, with full authority over that division of the business; secured a number of salesmen experienced in calling on the industrial trade, and started out after orders in dead earnest.

And what was the result?

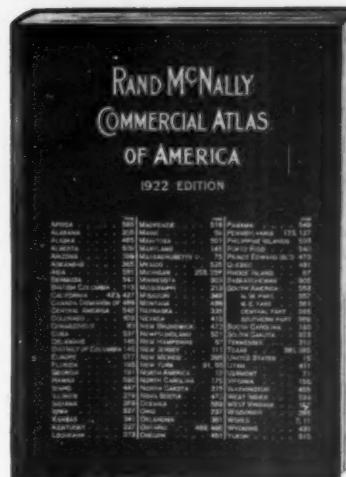
In a few years the industrial department of the business has grown from an insignificant beginning to the point where the sales volume totals several millions of dollars annually.

Another common error, closely akin to that of trying to make a salesman carry water on both shoulders, without spilling the contents of either bucket, is what may be termed "rule-of-thumb" method of marketing. Let us explain, by an actual example, the meaning of the term:

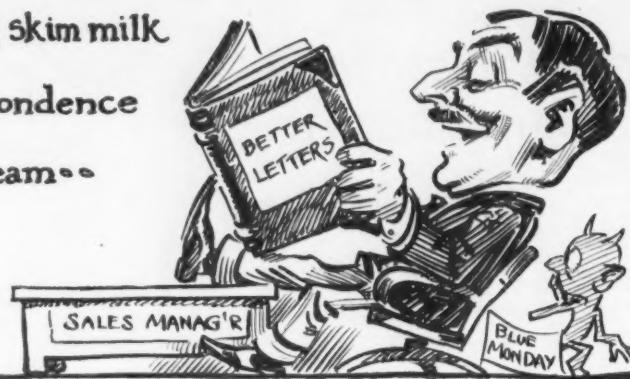
A conventional and rather exclusive New England manufacturer had, for more than thirty years, conducted a business inherited from his father. There were no very pronounced marketing problems. The product slipped naturally into the usual jobber-retailer-consumer channel. Production and sales kept pace in perfect harmony. The business was making money.

It was at this point that the manufacturer, through the efforts of a nephew, took on and endeavored to manufacture

*Send for the
RAND McNALLY
COMMERCIAL
ATLAS
on 10 days' free
trial*



Turning skim milk
correspondence
into cream...



FOR the executive who has to do with creating and maintaining sales, few things are of more practical importance than the ability to write "better letters"—letters that are alive, forceful, persuasive, prepossessing—letters that inspire respect, confidence, good will—letters that grip and convince and achieve results. Follow the example of Will Wiseboy in the picture above, and let BETTER LETTERS help you turn skim milk correspondence into cream. There are bigger (and duller) books on the subject, but none that covers the *fundamentals* in such a helpful and stimulating way. It will interest you from cover to cover on its own account, and the information derived from its pages will be worth several times the cost of the book in every day's correspondence that you handle after you have read it.

Join the "better letter" movement—send your acceptance today of this temporary

"BETTER LETTERS is an important contribution to the art of improving salesmanship through letters. Each of those in our organization concerned with influencing sales by mail will have the opportunity of learning more about their work through this book."—*The Tete-Call Company, Cleveland.*

"No business person whose duties require letter writing can afford to be without a copy of BETTER LETTERS. It is just what I have been looking for as the most practical publication to recommend to my clients."—*Chas. J. Makins, Hooven Service, Inc., New York.*

"A mighty helpful book—simple, practical, and to the point. Unlike other books on the subject, it is free from all the usual embellishments, and gets right down to 'brass tacks' at the start. It grasps the attention, so that you will want to read it all, even though you may be an old stager at the business of letter writing."—*Homer J. Buckley, President Buckley, Dement & Co., Chicago.*

"During the years that I have been in the publishing business I have examined a good many books on letters and letter writing, but none that I have seen can compare with BETTER LETTERS. It gives all the essentials in a compact, attractive, stimulating form."—*H. H. Howard, Secretary The Bobbs-Merrill Company, Indianapolis.*

"You are to be complimented on BETTER LETTERS. It is all you claim it to be, and we would like to have you send us three more copies, with invoice as before."—*F. D. Greene, Assistant Out-of-Town Sales Manager, J. W. Butler Paper Company, Chicago.*

a certain specialty. The product might be termed a sort of second cousin of his main line. The manufacturer immediately jumped to the conclusion that because he had successfully marketed his regular line through the retail channel, he could do likewise with the specialty. It was not until he had spent upwards of twenty thousand dollars trying to force the new product upon unwilling wholesale and retail connections that a wise old banker succeeded in convincing him that he was on the wrong track. The logical market, the banker pointed out, involved an entirely different method of distribution. The manufacturer took the advice of his financial mentor, and in less than ten months the new product, in its proper environment, was proving a real winner.

Sales Managers Lay Plans to Get Farmers' Business

(Continued from page 509)

has reduced its rate to 3 1/4%. All of this is a gratifying change from the strained situation of war years. The Federal Reserve bulletin for July distinctly states in its mid-year review that recent months indicate the practical completion of the downward movement of business from the peak which was reached in May, 1920, and suggests that the low point was touched near the beginning of 1922, more recent months representing in a broad way the first definitely upward swing toward normal conditions. Liberty bonds, which you will recall sold down around 85 only a few years ago, are now above par and eagerly sought by many of the banks as permanent investment for idle funds even at the low rate of 4 1/4%. The national treasury has indeed redeemed large sums of these bonds, thus effecting a substantial saving of interest, meanwhile reducing the public debt, something very gratifying in view of the continued high level of taxes and cost of government.

Other agencies, such as the Federal Land Bank, War Finance Corporation, etc., have done much and are doing much to make it easier for agricultural interests to finance their affairs and to stimulate home and export business. Europe is of course still struggling to "find itself", meanwhile badly wanting enormous quantities of our farm products, metals, and other raw materials and manufactures.

The American idea of foodstuffs in packages—sealed, airtight, and bug proof—is gradually being adopted throughout the world. The Foodstuffs Division of the Department of Commerce recently called attention to the growing favor of packaged goods in China, and now a report has been received from Chile, to the effect that packaged goods, hitherto unknown, are in demand.

So great has been the increase in the use of packaged foods that several well-equipped factories are busy turning out cans and cartons, using the language of the country from which the goods are supposed to have come.

Special Offer

The regular published price of BETTER LETTERS is \$1.50. For a limited time a copy will be sent to any reader of "Sales Management" for only ONE DOLLAR postpaid (currency or check).

This coupon is for your convenience in ordering



ACADEMY PRESS
WYOMING, N. Y.

Here's a dollar. Send me a copy of BETTER LETTERS.

Name
Address

Sales Managers—Do You Need One or More Good Salesmen?

*If you need one or more salesmen,
men who will fight for business,
then let us tell you about our free
Employment Service*

WE recently placed several men with one company and shortly after the Sales Manager wrote and thanked us for putting him in touch with such good men. He also said he "was surprised" at the ability shown by our Members. Why he should be surprised is a surprise to us because the men we recommend to Sales Managers have a thorough knowledge of the fundamentals of salesmanship gained from the most practical and authoritative course in Salesmanship in the world.

If you need a salesman, let us surprise you. We have scores of Members who are ready to step into sales positions—some who have had sales experience, others who are ready to take their baptism fortified with the knowledge gained from our System of Training.

That N. S. T. A. Members make good in a big way is best evidenced by the fact that our Employment Department serves most of the best known concerns and corporations in the United States and Canada. These concerns look to us to supply them with good sales timber—they recruit their sales forces from among our Members with a **full measure of satisfaction**.

Wonderful Records Made By Members

We have in our files hundreds of records to prove our Members have quickly **led entire sales forces after a short period**. Some of these records have been made by men who had never sold goods before. But they knew what to do and what not to do—thanks to N. S. T. A. training.

In our sales literature we have thousands of testimonials from Members, both experienced and inexperienced, who quickly jumped into the big pay class after completing our Course in the Art and Science of Selling. It will please us to submit proof of these statements to you—and recommend any number of men you may need to round out your sales force.

Service Free To You and Members

We make no charge for placing our Members in sales positions. **And this service is absolutely free to you.** Just let us know your needs, how many men you want and we will quickly place you in touch with just the men you want. Use the coupon below, or write us fully and confidentially.

Employment Department

**NATIONAL SALESMEN'S TRAINING
ASSOCIATION**

Suite 515-27 Monadnock Building
Chicago, Ill.

National Salesmen's Training Association
Employer's Service Dept.
Suite 515-27 Monadnock Building
Chicago, Ill.

Without obligation, please give us the particulars about members of your association for whom you are seeking sales positions.

We plan to employ additional Salesmen.

How many? _____

Territory _____

Firm _____

City _____

Street _____

Manufacturer _____

Line _____

Wholesale House _____

About Bulls and Other Things

George Cain, Swift & Co., is modernizing Shakespeare. For example, one passage reads:

A bull! A bull! My kingdom for a bull!

Come, come! Be Swift! I know their Armour!

Burr Lichty and Jim Banks, said to be the chief "Bung Borers" of Smith, Lichty & Hillman Co., prominent wholesale grocers at Waterloo, Iowa, and also admitting that they are producers of pithy palaver on prunes, pickles, peanuts, puns, peaches, pepper and perspiration, when asked recently what is the difference between a born merchant and a misfit, replied that one makes sellers out of "stickers" and the other makes "stickers" out of sellers.

"How can we make our sales convention lively?" a Cleveland sales manager asks. Why not have the loudest salesman talk on the subject: "Should the expense account include shaves, shines, laundry, tips, cigars and theatre tickets?"

Ray Warren, sales manager for Shipman-Ward and Ray Smith, sales manager, Chicago Engineering Schools are captains of opposing teams in a Ravenswood Kiwanis attendance contest. Captain Smith stirred up excitement and attendance by mailing to his crowd a picture of the coffin in which they intended to bury the opposite team, following this up with "one more nail to be driven into the coffin," and this week mailed a hammer, "made-in-Germany," for driving the nails. All we need now is the tombstone.

T. J. Stephens, of the Carnation Milk organization, says pasteurizing milk requires more than feeding cows in a pasture.

E. H. S.

Direct Mail Advertising

Reduces cost of selling.

POSTAGE MAGAZINE, published monthly, tells how to write Sales-Producing Letters, Circulars, Booklets, House Magazines. Current copy 25c. Send \$2.00 for 12 months' subscription.

POSTAGE, 18 East 18th St., New York

Sales Ammunition!

Give your men the **real thing**. Photostat fac-similes quickly and economically made of testimonials, orders, charts, maps, etc. Special attention to mail orders.

Commercial Photo-Print Co.
45-49 William Street, New York City

TOLEDO, OHIO

THE TOLEDO TERMINAL
WAREHOUSE COMPANY
928-930 George St., Toledo, Ohio
STORAGE OF MERCHANDISE
Special Attention to Pool Car Distribution

SALES MANAGEMENT

Personal Service and Supplies

Rates: 25c a line of seven words; minimum \$2.00.

SALES MANAGER WANTED

We are looking for district sales managers to help carry forward the largest and most aggressive business of its kind in the country. It's film advertising. Live actors, not cartoons. Compelling motion picture sales stories build business for our advertisers and renewal commissions for our salesmen. Ample territory and helpful co-operation for able men. A postal card inquiry brings you the complete story. ALEXANDER FILM COMPANY, 1143 Main Ave., Spokane, Wash.

SALES PROMOTION MAN

The Dartnell Corporation has an opening for a man who understands the problems of sales managers and who can write letters that will interest them in Dartnell publications and material. Advertising or publishing experience necessary. Position offers a good starting salary, with most unusual future. The business of the Dartnell Corporation is growing at the rate of 50 per cent a year. Sales this year will exceed quarter of a million. Reply by mail, giving details of previous experience, salary expected, age and submit samples of promotional work for which you alone are responsible. Address J. C. Aspley, The Dartnell Corporation, 1801 Leland Ave., Chicago.



Handy Expense Books

For Traveling Salesmen
Save time and trouble for salesman and book-keeper because they eliminate all carrying forward and reduce the possibility of error.
For weekly accounts.
100—\$ 3.00 charges paid
500—13.75 f. o. b. Richmond
1000—25.00
Sample Free.
GARRETT & NICHOLS, Inc., Publishers
P. O. Box 1887-D, Richmond, Va.

POSITIONS WANTED

I have had seven years sales and merchandising experience, and have sold both wholesale and retail trade. At the present time my position is asst. mgr., Chicago Division of one of the largest concerns in Chicago. I wish to make a change which will offer more opportunity, and am looking for a permanent connection only. I am a young married man with university education. Would like to connect with a young growing concern. Best of references furnished. Box 941, Sales Management, 1801 Leland Ave., Chicago.

Position desired with manufacturing-selling corporation, either in management or position directly leading to it.

Have had fifteen years experience making and selling mechanical equipment principally for power plant, textile mill and laundry use. College graduate, have worked up from bottom to sales manager and position in management. Married. Assurances given for business and personal character, also for successful record. Reply to Box 945, Sales Management, 1801 Leland Ave., Chicago.

SALES AND ADVERTISING EXECUTIVE

Open for a position where his experience, capabilities and energy will bring him advancement.

He has had twelve years experience in full charge of sales, sales correspondence and advertising for a manufacturing company building machinery and specialties.

His duties covered: supervision of district representatives, selling by mail, assisting dealers; complete authority in selecting advertising mediums, placing contracts, over-seeing preparation and printing of circulars, etc.

Address Box 943, Sales Management, 1801 Leland Ave., Chicago.

Making a Success of Salesmanship

A New Dartnell Book by Maxwell Droke

As different from the usual run of books about salesmanship as day is from night. Mr. Droke does not attempt to tell men who have made a success of salesmanship how to do it, as the title might suggest, but he has gathered together the tested methods of over 200 able salesmen.

TYPICAL CHAPTER SUBJECTS

Getting in to See Your Man
Bossing the Interview
Selling the Product of the Product
The Gentle Art of Keeping Human

"How Much Does It Cost?"
The Man Who Is "Too Busy to Talk"
Making Up the Other Man's Mind

Price on Approval, \$1.00

THE DARTNELL CORPORATION
Ravenswood and Leland Avenues, Chicago

"Namapco" Washable Maps

Now Available in Any Convenient Size

YOU can now secure Namapco business maps, with the washable surface, in any convenient size. We have just added a new size, 21x28 inches, suitable for use in either the small size Multi-Unit system of display, or in map cabinet systems.

These maps have a complete index on the front surface, and also a graphic chart sheet, 8x27 inches in size, which is mounted either below or at the side of the map and index. This chart makes it easy to keep records and supplement the information shown on your maps.

The small size Multi-Unit system is built on the same plan as our large size system shown in the illustration. The size of the wings is 29x29 inches, making it a very compact and convenient system. It takes up very little space and can be installed so that your maps are displayed close to your desk. If you prefer the map cabinet system, these small size Namapco maps are just the thing. They will fit into any cabinet, and give you a new and complete map system that will be of real service to you.



Multi-Unit Map System in office of Sherwin-Williams Co.



Multi-Unit System of "Namapco" Washable Maps in Office of Monroe Calculating Machine Co.

Namapco washable business maps are ideal for sales and territorial work. You can mark on them with crayon, ink or water colors—outlining territories, indicating salesmen's routes, marking down sales quotas, sales totals and other important sales data. When changes in the marking are necessary, simply wash it off with a sponge or damp cloth, or erase with art gum. The surface of the map is left smooth and clean, and the detail is not injured in the least.

In addition to the marking, the compo board mounting lends itself admirably to the use of map tacks, and these may be used to show additional information. By using different colored tacks and changing the tacks from day to day, you have a constant check on the condition in each territory.

Our new illustrated Multi-Unit catalog shows and tells how many of the leading firms in various lines of business use Namapco washable maps in their sales and territorial work. We shall be glad to send you a copy.

Let us help you plan a map system that will be of real service to you. In writing, please tell us what territory you cover. Address Dept. D-9, Indianapolis, Ind.

NATIONAL MAP COMPANY

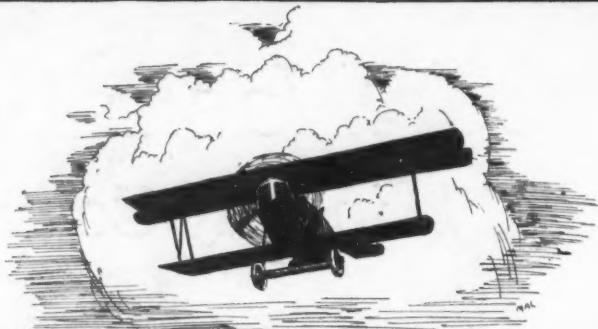
MAP MAKERS SINCE 1885

111 North Market Street, Chicago

Home Office, INDIANAPOLIS

360 Broadway, New York





zone 7



THE CHICAGO TERRITORY

To make an airplane fly



—it is necessary to move it at a high speed. It will "taxi" over the field at 35 miles an hour until it falls apart from old age, yet never leave the ground. The propellers may revolve billions of times. Thousands of gallons of gasoline may be consumed. Construction may be perfect. The ailerons may be properly set for flight. The pilot may be an expert. The weather may be splendid. BUT unless the machine is driven at a speed in excess of 40 miles per hour it will never leave the ground, AND unless it is maintained at a speed in excess of 40 miles per hour it will fall.

Adequate Advertising is in a similar manner essential to advertising success. Copy must be adequate in size and in frequency, and the circulation given it must be sufficient. The attitude of many advertisers is: "How LITTLE space can I purchase and get by?" when it should be: "How MUCH space can I purchase profitably?" It is always difficult to estimate how SMALL an amount of advertising can be considered adequate. Believing that a concrete, up-to-date example of what is adequate advertising may be of value, The Tribune presents herewith the story of an advertiser whose copy and medium were adequate to raise him out of the common herd and to keep him above their level.

IN September, 1920, The Holland Furnace Company initiated a campaign for increased distribution and sales in The Chicago Territory—Illinois, Indiana, Iowa, Michigan and Wisconsin. During the intervening twenty-two months full pages have been used in The Chicago Tribune.

One Full Page Every Month

One page a month for twenty-two months—in summer and in winter—in boom times and in depression—that is the record of The Holland Furnace Company in The Chicago Tribune. This concern fought for business with Dutch tenacity and American brains—and naturally was rewarded even in 1921.

When the first page ran the Holland Company listed ten representatives selling Holland Furnaces in The Chicago Territory. The advertising helped the sales-force to increase this number to 272 and to develop volume, as indicated by the following letter to The Chicago Tribune:

You will recall that our 1921 business was 25% greater than our 1920 business. In view of that I think you will be interested to know that our increase in sales so far this year is 100% over the sales made during the same period last year. This is the average increase for all our Branches.

Now, sales in our Chicago Branches where The Tribune necessarily carries its greatest influence, have increased 400% during the same period. And in Chicago, as you are undoubtedly aware, The Tribune is the only publication we are advertising in.

It is not always necessary to give credit

to whom it is due and this is one such time. Nevertheless, I am taking considerable satisfaction in writing to say that The Chicago Tribune becomes a more potent factor in our business every day.

If there is a newspaper in this country (and we use many great papers) that appeals to sensible, red-blooded Americans, who have a high regard for home life, The Chicago Tribune is it.

*Whole-heartedly yours,
(Signed) C. D. Karr,
ADVERTISING MANAGER.*

Let us attempt to visualize the economy of big space in a medium of big circulation. To measure advertising quantitatively we must multiply *space* by *circulation*. An inch ad in a medium of 100,000 circulation is as much advertising as an inch in four mediums of 25,000 circulation each, or as 100 inches in a medium of 1,000 circulation. Multiplying lineage by circulation and striking off six points, we get a measure of advertising volume called *Milline*, which is the equivalent of one agate line with one million circulation. It may be used as a measure of volume for advertising as the gallon is used for liquids.

The Holland campaign ran in The Sunday Tribune with a circulation of 800,000 and a rate of \$1.00 per line—2,440 lines to the page. We multiply the number of lines in a page, 2,440, by the circulation, 800,000 and find that for each \$2,440 expended for a Tribune page, the Holland Company received 1,952 Millines of advertising. Therefore, the 22 pages cost \$53,680 and yielded 42,944 Millines.

2 Years in Chicago Sunday Tribune versus 213 Years in National Magazine

To make plain the economy of this and to show how "big space bridges years of time" let us suppose that the Holland Company had attempted to do the same job with a certain typical national magazine. This magazine has a circulation of 75,000 and a rate of \$300 per page for pages measuring 224 lines to the page. Multiplying 224 by 75,000 we find that each page in this magazine yields 16.8 Millines of advertising. To secure the 42,944 Millines, which the Holland Company used so profitably in its campaign, it would be necessary to run 2,556 pages in this magazine, or one a month for 213 years. And the cost would be \$754,000, compared with \$53,680 for the same volume of advertising in The Chicago Sunday Tribune.

Tribune Man Power

The Tribune has thirty men trained not only in advertising but also in merchandising. Every one of them has directed sales campaigns in The Chicago Territory and knows by repeated contacts with jobbers and retailers what can be done and how to do it. A letter or phone call will bring a Tribune man to your office to discuss what can be done to increase your sales in The Chicago Territory.

You will, in any case, be interested in the Tribune's new *BOOK of FACTS* on markets and merchandising. A copy will be mailed to any selling organization requesting it on business stationery.

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

1921

512 Fifth Avenue, New York

Tribune Building, Chicago

Haas Building, Los Angeles

